

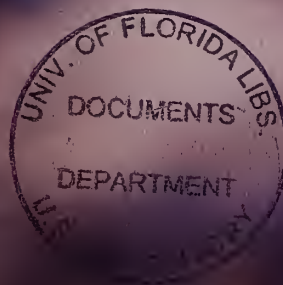
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U.S. ARMY RECRUITING and CAREER COUNSELING

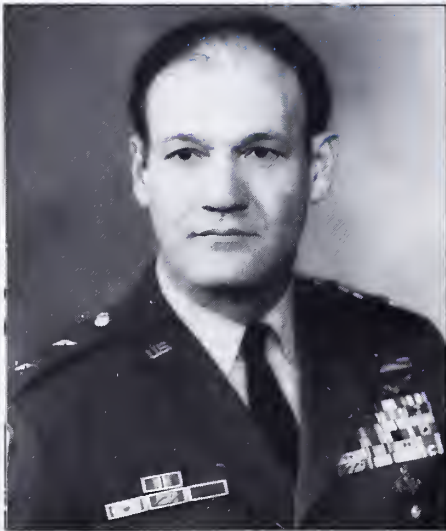
# journal

MARCH 1978

## The Army's Best



# Views and Reviews



MG Eugene P. Forrester

Have you ever noticed how, when you look at an object maybe 20 or 30 feet away, those things which are 5 or 6 feet away tend to go out of focus? This phenomenon of selective focus applies to something we, of the Recruiting Command, are experiencing right now.

Last month I spoke to the regional commanders and their sergeants major and I pointed out to them the difficulties recruiters--or for that matter anyone in the Command--have in focusing on more than one requirement at a time. We stress high school grads and we come up short on prior service; we stress prior service and we come up short on women; we stress immediate objectives and the DEP suffers.

Now, I do not criticize recruiters for this. Like the selective focus phenomenon of our eyes, in recruiting we find it most difficult to give full attention to more than one element of our objectives at a time. Management of this problem is going to fall heavily on the region, DRC and area commanders.

On the other hand, I do not exempt recruiters and guidance counselors from the responsibility of assisting with this problem. Your job is to be keenly aware of what our needs are: in essence, you must know what our four very important priorities are.

The challenges we face are these:

- shortfalls in CMF 19 (armor)
- women in non-traditional skills
- more category I-IIIA males
- and informing DEPer involved in the EPMS change of their options.

(A reminder: the rules haven't changed. Recruiters still sell the Army and guidance counselors handle the MOS. But all soldiers and members of this Command need to know where we are encountering problems.)

While we must meet all these challenges head on, I would like to remind you that this last one is one we dare not handle in a casual fashion. It has too great a potential for adverse publicity if we do not deal with it professionally and thoroughly. More importantly, our total credibility is at stake--and we must be honest and straightforward always to insure our credibility is preserved. We must be sure to contact each DEPer involved and explain completely his or her options. Only when we exercise the responsibilities with which we are charged, can we be assured that we will not be accused of using "bait and switch" tactics in dealing with our future soldiers. I am sure you feel the same way.

So, that is the recruiting situation as I see it. It's a real challenge, but one which--properly managed--can be met.

Good Recruiting!

A handwritten signature in dark ink, appearing to read "E. P. Forrester". The signature is fluid and cursive, with a large initial "E" and "P".

**EUGENE P. FORRESTER**  
Major General, USA  
Commanding



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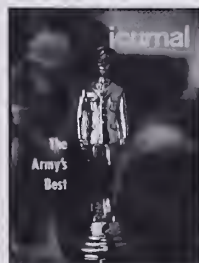
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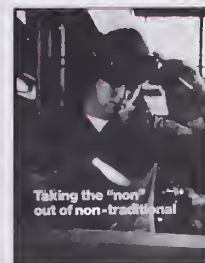
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MSG Wolfgang Scherp, *Journal* associate editor, took our front cover photo (left) representing USAREC's best and our back cover (right) representing one of the thousands of women in the Army in a "non-traditional" MOS, that is, one which traditionally attracted only men.



# ***Congratulations!***

## ***to USAREC's best for FY 77***

Winners in each of the four categories appear at the top of each list in bold face; first runner-up follows in each category; and each of the regional entries follow in alphabetical order. Our congratulations to all of these fine people who are making the Volunteer Army work.

### ***Recruiter of the Year***

**SSG William C. Slease, Jr.**  
San Juan DRC (SERRC)

SFC William L. Rhea (1st Runner Up)  
Chicago DRC (MWRRC)

SSG Pepa P. Fuata, Jr.  
Honolulu DRC (WRRC)

SFC Merle E. Massey  
Little Rock DRC (SWRRC)

SFC Vincente R. Quirindongo-Santiago  
Newburgh DRC (NERRC)

### ***'Rookie' Recruiter of the Year***

**SFC Roger L. Saaijenga**  
Minneapolis DRC (MWRRC)

SSG Warren D. Bayne  
Atlanta DRC (SERRC)

SSG Peter K. Andersen  
Phoenix DRC (WRRC)

SSG Gary S. Ligon  
Jackson DRC (SWRRC)

SSG Wayne R. Seibert  
Harrisburg DRC (NERRC)

### ***USAREC Career Counselor of the Year***

**MSG Mildred A. Perkins**  
SWRRC

MSG Normand R. Morin (1st Runner Up)  
NERRC

SFC Joseph C. Adamson, Jr.  
MWRRC

MSG Jose J. Fernandez-Delgado  
SERRC

SSG Danny R. McGhee  
WRRC

### ***USAREC Service Member of the Year***

**SFC Joseph S. Re**  
Sacramento DRC (WRRC)

SGT Alfonso E. Alvarez-Russi (1st Runner Up)  
Niagara Falls DRC (NERRC)

SFC Fred B. Daniel, Jr.  
Oklahoma City DRC (SWRRC)

SP5 Daniel R. Earhart  
HQ USAREC

SSG Jerry D. Hughes  
Support Center

SSG Maurice H. Holmes  
SERRC

SFC William C. Morris  
St. Louis DRC (MWRRC)



# Success means Competition

By MSG WOLFGANG SCHERP

Associate Editor, *Journal*

Is an Army recruiter "sunk" when the Navy parks its largest aircraft carrier outside his recruiting station in an all-out recruiting drive?

Staff Sergeant William C. Slease, the Army recruiter in the Virgin Islands who is the FY77 Army Recruiter of the Year, chuckles as he explains.

"When the Navy found out Army recruiting was doing quite well in the islands, they brought in a full-time recruiter and gave him all the support they could. Even the "Nimitz" with 5,500 sailors and nine extra recruiters sailed down and docked right in front of my station near the waterfront. They invited every high school senior to tour the ship and have a free dinner aboard. Well, I didn't get sunk and I still put in nine recruits for everyone they get."

"Success means competition — and competition makes you work harder," says the Army's top recruiter whose area is the Virgin Islands, 1200 miles off the coast of Florida.

Before getting into recruiting, he was an "idea man" to the Modern Volunteer Army task force at the Pentagon. "When the volunteer Army was launched in 1972 our job was done. Recruiting seemed like a logical choice for my next job. There was a great need for recruiters then."

Recruiting in Indiana first, he became tired of the cold winters and, when a position in the Virgin Islands opened up, he jumped at it. Upon his arrival at the San Juan DRC there was scepticism, that he, as a white, on an island 92 percent black, would be successful. But he succeeded beyond everyone's wildest expectations: he

puts in about three times as many people as he needs to make his objective.

"Life here is different," SSG Slease remarks; "distance can be a problem. To get to my station at St. Thomas I must drive on mountain trails and take a ferry."

Getting to his DRC 60 miles away in Puerto Rico is not easy, when during the winter months all seats on the three small commuter airlines are booked by American tourists seeking the Caribbean sunshine.

"It helps when the president of an airline is a member of your military affairs committee. He arranged an extra flight a while ago when I had to get 38 enlistees to my DRC to be sworn in before the deadline to qualify for the GI bill."

It was Slease who organized the committee. The governor, the mayor and other civic leaders and businessmen belong to it besides many of the retired military people. "Get to know your civilian influencers. They can open many doors for you."

High visibility in the high schools is a key factor for a recruiter's success. "Always think of ways to keep the Army's name in front of the public. My main market is the high school seniors. They must be informed what the Army is all about. But just as important, keep your high school counselors informed. I started training them and other faculty members in seminars. I would explain all about ROTC scholarships, West Point, Project AHEAD and DEP."



SSG Slease accepts award from Army Secretary Alexander

Recruiter aides are worth their weight in gold, believes SSG Slease. You, as the station commander, have to ask for them. I had nine aides last year. Whatever their ticket cost the Army, I got more than triple that amount out of them in free advertising. I put them on radio, TV and in the newspapers telling and selling Army."

His strongest advice to recruiters is: believe in yourself. You ARE good — or you wouldn't be a recruiter. You'd have been weeded out before.

Has Sergeant Slease reached the number limit in recruiting in the Virgin Islands? He doesn't think so.

To become a 325% recruiter, he had to talk to 418 people, nearly all his QMA. When he tested them, only half passed. Of those he enlisted 144. His objective is 35.

"The half who failed will be retested this year, along with the new half. I'll be smiling if I put in 288, double of last year. . . ."

Whatever Staff Sergeant (promotable) Slease's ingredients are in the magic formula for becoming the top Army recruiter — lack of confidence is not one of them. But it's tough to knock success. It worked this year — don't be surprised if the Virgin Islands' young male population is decreased by 288 next year.



## Self-motivation makes believers of others

By SP5 PHIL DeVERNOIS  
HQ NERRC



*SFC Vincente B. Quirindongo-Santiago, NERRC Recruiter of the Year, and LTC Robert T.G. Hackett, Commander, Newburgh DRC*

After more than five years as an Army recruiter, Sergeant First Class Vincente B. Quirindongo-Santiago of the Newburgh DRC got the recognition he deserved. He was selected the NERRC Recruiter of the Year for FY 77. And that recognition extends to USAREC where he was in competition with four other recruiters for USAREC Recruiter of the Year honors.

Sergeant First Class Santiago says that a personal philosophy he acquired as a recruiter probably was the main factor in his nomination. That philosophy is the belief that personal motivation to achieve is the key in recruiting success.

"I'm a very self-motivated person," claims SFC Santiago. "I set my goals high and let them be the outline for my success."

And high these goals are. At the end of FY 77, SFC Santiago had an individual production record of 200 percent. He had recruited 78 young men and women while assigned a mission of 39.


Santiago says his motivation philosophy also reaches the three other recruiters assigned to the Washington Heights Recruiting Station in Manhattan, which he commands. He encourages his fellow recruiters to achieve their mission by spending numerous hours at high schools to attract the best applicants.

"I tell them to sell Army to their schools," says Santiago. "I believe the Army has many good programs to offer young men and women in the form of challenging and rewarding careers. But high school administrators, guidance counselors and stu-

dents are not going to know about these programs unless they know you."

And this is where SFC Santiago's philosophy comes into play.

"Because I believe in the Army and in what I am selling, people can sense my Army motivation when I speak about our career opportunities," he says. "This, hopefully, attracts their interest in the Army. Whether that interest grows into an Army enlistment or not, I can be assured that I've made someone a believer. Because if I can't be honest and credible, then I can't work well as an Army recruiter."

For SFC Santiago, personal motivation is the key that unlocks the door to recruiting success. And that door opened to his selection as the NERRC Recruiter of the year. 





**SFC Bill Rhea**

## *Down home in the big city*

**By BRUCE EDWARDS**  
Chicago DRC

Midwestern Region Recruiting Command's "Recruiter of the Year" has earned 28 other awards for recruiting. SFC William Rhea was Chicago DRC's "Rookie of the Year" in 1974 and "Recruiter of the Year" in 1975 and 1976.

Bill Rhea was born in Johnson City, Tenn., and seems to have taken the big city by storm. He has not allowed his rural background to interfere with success. In fact, he feels it helps. He has taken the warm, friendly, atmosphere of Johnson City to Chicago. "At home everyone in town knew everyone else. They talked to each other and when one person had a job to do everyone pitched in to help. I talk to everyone I see here. I tell them I'm an Army recruiter and ask them to help. Everyone becomes a C.I., and to make sure they know they are important to me, I ask them to help me. It works." That's the way Bill Rhea explains his success.

If you probe you will find it goes deeper than that. Bill is committed to the inner city where he lives and works. He knows the young people in his area, works with them, and for them.

He is a scout master in nearby Roseland and coaches basketball and baseball teams in Morgan Park. In an effort to upgrade the basketball courts in his area he bought nets and hung them himself.

SFC Rhea and other recruiters in his area have formed a basketball team and have a busy schedule for the full season, competing with the counselors and faculty at local high schools. They have made friends and earned the respect of many high school faculty members this way.

Bill Rhea's concern for his community is reflected in his role as a "Big Brother" to a Chicago boy. He visits the boy each week and works with the youngster's mother to help with school work. Rhea's goal is to expose the boy to a better life and motivate him.

In line with his interest in sports, this recruiter uses the *Army Times Sports Section* to interest his applicants in the Army. He points out that participation in sports activities is available to all soldiers and that those who are good enough for Olympic competition do not lose their



*One of SFC Bill Rhea's responsibilities is to see that no overweight prospects become overweight enlistees.*

amateur status. Another publication that Bill uses is the *Recruiting and Career Counseling Journal*. He tries the methods others have used successfully to see if they work for him in his area. One such suggestion was to pre-qualify people over the phone. He has found that this saves time, but, "Don't hang up too soon," he warns. "That person might make a good C.I."

Sergeant First Class Rhea says he wears his uniform 90 percent of the time. He's an Army recruiter and is proud of it. He has earned the respect of his community and they have helped him become a success.

# **SWRRC** Spotlight

## **A gold badge, two sapphire stars, on the Sec Army Advisory Council, *but no frills for SFC Massey***

**By THOMAS M. GAUME**  
Little Rock DRC

Gold badges and recruiting plaques are goals in themselves for some, but for Sergeant First Class Merle E. Massey, the SWRRC Recruiter of the Year, the satisfaction of knowing she has helped others is more than enough reward.

"Some people," she said, "love to pile up QIPS points and get recruiting awards. If an award will help do a better job then I suppose it must be good. But you'll never find a plaque on my wall.

"What really gets next to me — what really motivates me more than any award could — is having one of my enlistees say, 'Thank you Sergeant Massey. You've really helped me.'

"I try to give prospects all the time and information they need to make a sound decision," she said. "I realize for some of them it may be the biggest decision of their lives."

Having close ties with the families of her enlistees has been the backbone of her recruiting efforts. When she visits small towns in her territory, she is more than just the local Army recruiter, she is treated as if she were a cousin bringing news about a member of the family. And, as in any family, they always try to help. When they hear of a person who is looking for something to do, they refer him to SFC Massey. Her grapevine of families is continuously bearing fruit.

As for the traditional recruiting philosophy of cultivating centers of influence in a territory, SFC Massey takes a characteristically unorthodox approach.

"It's nice to know city leaders and other CIs," she said, "but I can get so involved with influential people that I lose track of my goal. That's not what makes it for me. I've got to know the kids and their families — they're my CIs."

SFC Massey has been recruiting since 1972 in Alexandria, La., a territory with both urban and rural areas. She recruits quite literally from both sides of the tracks. In both mansions and shanties she has found prospects who wanted Army careers, but for quite different reasons, as she discovered.

"I've recruited some kids from poor families," she said, "and kids that probably would have never left their Louisiana plantations if it were not for the Army."

"On the other hand, I've recruited sons of millionaires. One, the son of a lumberyard owner, had everything he could want," she said. "He had so much he was bored with life. He had dropped out of school and daddy was paying the rent for him and his wife. When we talked about his enlisting, he told me he just wanted to make it on his own," she said.

Until 1975 SFC Massey was a WAC recruiter only and, naturally, the changeover meant some modifica-



tions of her recruiting tactics and an attitudinal adjustment, as well.

"I've recruited only two women since being put on regular recruiting duty. I didn't want people to think I was just doing my old job under a new title," she said.

Being a woman recruiter presented obstacles not obvious to other recruiters at first. The assignment presented a real challenge for her. She didn't have to work harder, she said, just differently.

"Women are at a real disadvantage in many recruiting situations that men just take for granted," she said. "I can't get out and play basketball with the prospects, for example. But I can go to watch them play, and I do. I get their attention that way. They know I'm there and that I think what they're doing is important. They get to know me and *that's* what's important."

She also learned early in the game that paying night visits to the apartments of male prospects and working alone late at night in the station can be a real problem for a woman.

Despite the obstacles she faces, she's a 170 percent recruiter and loves it.

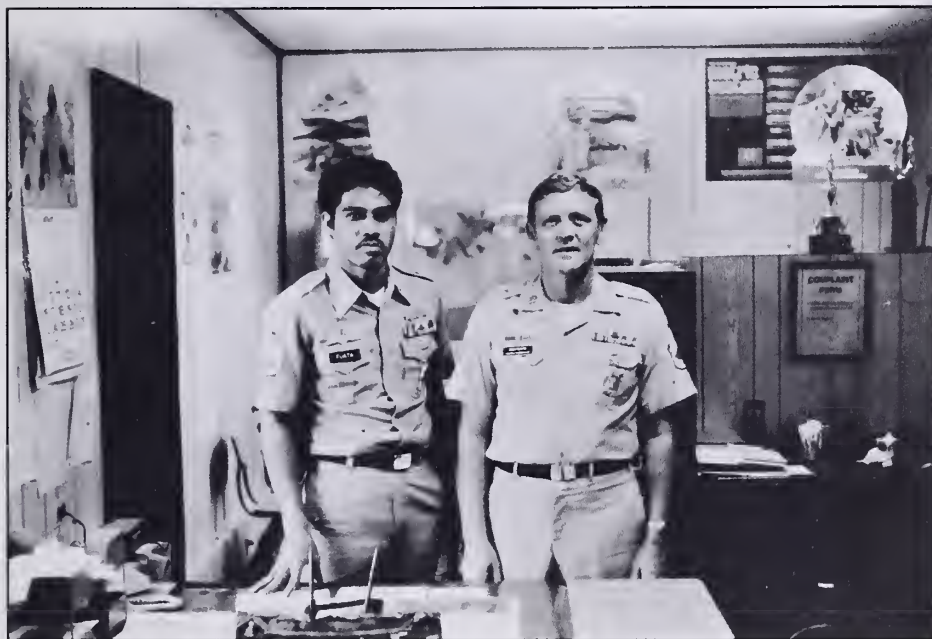
"I could stay at this job forever," she admits. "But I know I can't. Someday I'll have to leave or get promoted and have to take an inactive role."

But as of right now, SFC Merle Massey is *definitely* making the best of her situation.



# **WRRC Spotlight**

## ***Samoan tribal chief's son named the WRRC Recruiter of the Year***



SSG Fuata and station commander SFC William J. Niporte.

Take the son of a tribal chief, put him in the Army for ten years, assign him to Special Forces where he earns Master Jumper wings and a CIB, then return him to his home as the Army recruiter. That's what happened to Staff Sergeant Pepa P. Fuata, and his success is mirrored in his gold badge with three sapphires and his selection as the WRRC nominee for Recruiter of the Year.

His recruiting area encompasses some of the most colorful and charismatic islands of the South Seas, American Samoa. Life on the island focuses on the immediate family and SSG Fuata's success as a recruiter is attributable to his interaction with the local populace. Being a native son, of course, helps.

In American Samoa, family elders are the focal point of village life. They are selected as family spokesman and are very influential in

daily decision making. Many have been associated with the military, particularly since World War II. During the Pacific buildup in World War II, the United States had a large Naval base on Samoa, which was a staging area for many of the historic battles in the Pacific. There are many military retirees on the island and they support service in the Armed Forces. Concrete bunkers dot the coastline and are a vivid reminder of the past!

American Samoa is a place where each family aspires to see their sons join the Army. When it is time for a son to leave the island, on the nearly 2500 mile flight to the Honolulu AFEES, family and friends escort him to the airport. It is a jubilant occasion marked with pride and patriotism.

Staff Sergeant Fuata, one of two Army recruiters on the island, is important to the lives of many young Sa-

moans. The Army recruiters hold the keys to one of the doors through which many young people pass on their way to new experiences off the islands.

Since the Army is the only service maintaining a recruiting station in Samoa, it effectively becomes the center of all things military.

Because of SSG Fuata's presence and involvement, Army recruiting is an integral part of community happenings. His visits to high schools and villages are major events. He routinely spreads the word about the Army through the local radio station and the civic and business leaders he meets every day. Face to face contact and a strong referral program are keys to his success. On numerous occasions, he and his recruiting partner have been asked to represent the Army at social and official ceremonies. When conflict of interests are not involved, they are happy to do so.

The figures stand as a measure of his success: in excess of 100% last year and better than 200% of his objective this fiscal year.

It is against this backdrop that SSG Fuata made, and is making, his remarkable niche in the world while wearing the Army uniform.

Applicants who enter his door to the service and come back to the island spread the good word about Army life and where they have been. Because the recruiting station in Samoa is the door to new experiences, Fuata and his station take on unusual dimensions that make them unique within the Recruiting Command. **T**

## Career Counselor of the Year:

# ***MSG Burrell takes his own advice by reenlisting for four more years***



Left: Major General Roscoe Robinson, Jr., 82d Airborne Division commander, signs the honorable discharge for MSG Charlie T. Burrell (left) who was named the Army's Career Counselor of the Year. After reenlisting, MSG Burrell went to Washington, D.C., to accept a plaque from Secretary of the Army Clifford L. Alexander naming Burrell the Career Counselor of the Year. Above: MSG Burrell (right) talks over the options and qualifications of a young 82d Airborne Division trooper during a reenlistment interview.

The man named Army Career Counselor of the Year "took a dose of his own medicine" just before he was honored by the Secretary of the Army.

Master Sergeant Charlie T. Burrell, now assigned to the 82d Airborne Division, was sworn in for four more by the division CG, Major General Roscoe Robinson, Jr., and then went on to receive a plaque from Clifford Alexander, Secretary of the Army, honoring Burrell as Career Counselor of the Year.

Burrell was named the 2d Inf Div Career Counselor of the Year while in Korea and was then reassigned to Ft. Bragg. In Korea, he was the division's reenlistment operations NCO.

"My job is to advise commanders of reenlistment progress and options," Burrell said of his job. "We are not here to sell a trooper on the Army, but to advise and assist the trooper in selection of a job suited to his skills and wants."

According to the 2d Inf Div's nomination, he reorganized the division reenlistment office, established individual responsibilities for the assigned clerks, and instituted a cross training program. The processing time required to complete a reenlistment packet was reduced from six days to one day. He took over the SIDPERS operation that had more than 100 unresolved errors; he corrected all

problems and the system continued to operate at 100 percent.

Burrell also developed an education plan for all officers and NCOs on the Army reenlistment program. He also revised the reenlistment incentive awards program within the 2d Inf Div to bring about recognition of brigade, battalion and separate company reenlistment programs on a quarterly basis, as well as individual recognition of the career counselors at the same levels.

Burrell, from Wheeler, Tex., has 18 years of service with six years as a career counselor and two years of recruiting in New York City.





# SSG Richard Sieburg named USAR Recruiter of the Year

As you sit in your cold, austere recruiting station listening to the freezing wind howling outside, and decide to have one more cup of coffee before visiting your high school, take a short trip to the land of grass skirts and palm trees — Hawaii — courtesy of the *Journal*.

Staff Sergeant Richard Sieburg will be our guide while on tour here, and since he just happens to be the Army Reserve Recruiter of the Year, we might as well find out the peculiarities of being a recruiter for the USAR at the same time.

"One of the biggest problems I have, and from talking to other Reserve recruiters I think it's a problem we all have, is that we have an identity problem," Sieburg said. "People think we're like the National Guard or we're Active Army, so the first thing I have to do is explain the difference.

"One of the reasons for leaving active duty was so that I could come home and live close to my family. That's what we call, in Hawaii, 'Ohana.' It means 'family ties.' It's also a major reason for people from Hawaii joining the Reserves; they can return home and still be serving their country."

Sergeant Sieburg also stressed the importance young Hawaiians place on the job training they can get in the service. He explained that many join the local engineer battalion to learn about construction; then when they go to their Reserve meetings they get more and more experience.

"Like I said," Sieburg continued, "the combination of learning a skill, serving their country while only leaving Hawaii for a short time, is our biggest selling point.

Advertising plays an important role with Reserve recruiters as well as with active Army. High schools also must be visited.



*Staff Sergeant Richard Sieburg accepts from Secretary of the Army Clifford Alexander a plaque naming him Army Reserve Recruiter of the Year.*

Sergeant Sieburg stressed the importance of a well-developed high school program. He said that, like his active duty counterparts, he gives talks at high schools, taking a recent enlistee with him. The high school kids can relate to him and he knows what the training is like.

"High school seniors get the afternoons off in Hawaii, so afternoons are spent on the phone trying to get in touch with seniors to tell them about the programs the Reserve has to offer. The people who can't be reached are called between 6 and 8 p.m.; you can see this is a very busy job.

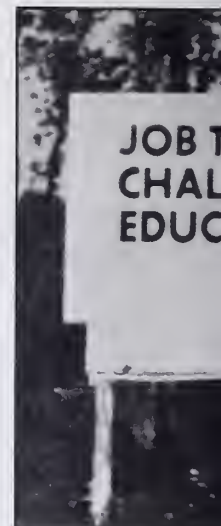
"I really do almost the same thing as an active Army recruiter would do," Sieburg said, "and like an active duty recruiter, I have objectives that need to be met. The only real difference is I'm limited as to what I can

offer them in the way of jobs. I can offer only what slots are available here in our units, so most of the slots I have are infantry and engineer. My advantage is being able to offer them an assignment near home.

"I need to stress one more thing, and that's the help I get from the Honolulu DRC," Sieburg said. "If they have a young man they can't help, they send him to me, and vice-versa; I think the program of cooperation between active duty recruiters and Reserves is going to be fantastic. These guys are professionals and every Reserve recruiter can learn something from them."

Lamentably, we must leave Hawaii and Reserve recruiting with SSG Sieburg, remembering that there are also disadvantages to recruiting in Hawaii; for instance, you can't shovel snow there.

# Where were you during the summer of '77?



## Out of the fields, off the beaches, into the Army.

*The summer recruiting plan of the Raleigh DRC shows that different things are done at different times to put people in the Army. This article chronicles that DRC's actions in the summer of '77 and how they worked.*

By **WILLIAM E. BROWN**  
Raleigh DRC

Every area of the country has its own industry or attraction that competes with the Army recruiter's efforts to create interest in Army opportunities. This competition appears in different forms and during different periods throughout the country. But, this competition is foremost in the recruiter's mind during the summer vacation months. In West Virginia competition might be recognized as the local coal industry or in Michigan it could be the auto industry. In eastern North Carolina, it's the tobacco fields and the beaches, and Raleigh DRC was determined that the summer of '77 would see a new approach to meeting the summer competition.

Frequently, potential applicants can be heard responding to a recruiter's presentation with "Daddy won't let me talk with you 'til the 'baccos in." Or, "I've been in school 12 years and I'm gonna spend the summer on the beach." Herein lies the need for a specialized advertising campaign developed around available demographic information implemented through a well-organized and tailored media plan. Requirements for active duty and the Delayed Entry Program are known. But how do we compete? Simply put, find out where the prospect is, where he is going, how he's going to get there and, most of all, what will reach him.

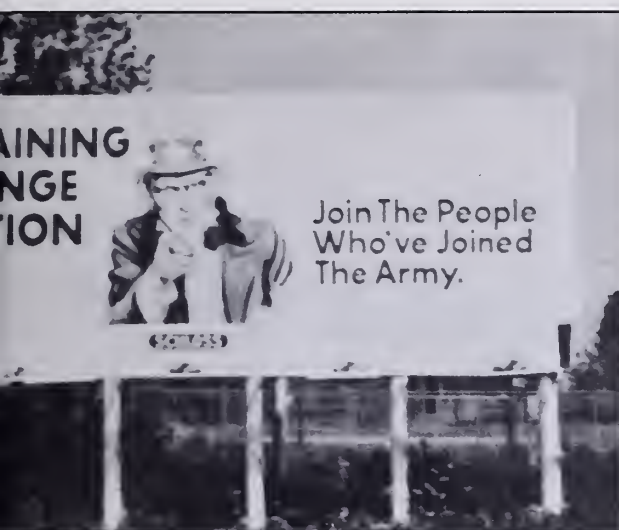
It was fairly easy to determine from state agencies located in Raleigh

the major tobacco trading centers in eastern North Carolina and their access routes from the fields. Overlay a state traffic-count map with data on the summer traffic patterns to the beaches and the (emergent) pattern of shifting market develops. We knew that prospective enlistees would be in the fields, as well as on the highways to the trading centers and the beaches. Realizing that our primary objective was to increase Army awareness in our market by increasing the number of exposures to Army messages throughout the summer, we developed a media plan to cope with the summer challenge.

There is little doubt that today's youth is on the go. If one word can describe our target audience, it's mobility. They all have wheels and the two media that can best reach this mobile audience are radio and outdoor. Frequently our young tobacco-field tractor jockey can be observed "rockin-out" behind the wheel of his John Deere while listening to stereo rock FM on his headset. Put an Army billboard on his way to and from the fields and buy into the local DJ and the opportunity of reaching this young man is increased appreciably. The same rationale applies to those traveling to the beaches, and supports a plan that included purchasing eight top stations in these areas. This portion of the campaign ran from June through September with 15 to 19 spots weekly.

The next portion of the plan was





to capitalize on the compatibility of radio and outdoor to give us the important combination of sight and sound. The planning and acquisition of board copy and the strategic choice of locations were more time-consuming since they required a choice by copy and by availability.

Here a brief explanation of the two basic designs that were used will allow easier understanding of the print media campaign that also coincided with the radio and outdoor. While the radio copy developed around 30-second spots with local tags, the outdoor copy took three forms based on location.

Historically, choice billboard space is difficult to obtain during the political season and in the tobacco growing months. The reason for the political buys is obvious, but the competition from the tobacco growers, harvesters, markets and chemical merchandizers overshadows what a politician might afford. Our choices of locations were then limited by availabilities and design.

After obtaining available locations from local outdoor plants, a compilation of these was sent to the field for the local recruiter to pick the best based on location and visibility in his area. The recruiter's selection was paramount to the success of the outdoor since two different designs were to be used.

First, if the location selected were on a major route to the fields or the beaches which was traveled by sum-

mer travelers, the national "TANK" design would be posted. However, if the location would reach predominately local traffic, a recruiter identification board would be posted to identify, through a highly visual and effective means, the local Army recruiter to his community. This conformed to the national advertising philosophy that the Army is people and that the product, people, be used to sell others. Consequently, the national theme, "Join the People Who've Joined the Army," has featured real soldiers performing their duties. Our extension of this was that the local recruiter is the Army to his community and if we make him highly visible, then he can sell his product — the Army.

By conforming to the national theme and localizing it by using the local recruiter's picture in lieu of some other soldier, we maximize the effect. The only thing that changes is the impact of the recognition factor: the audience sees someone they know rather than someone they don't know. After an individual has been exposed to the identity of his local recruiter forty or fifty times, the barrier to communication that is normally present when two strangers meet and converse is weakened, if not broken.

So far, we have used radio and outdoor to increase our summer market's awareness of our product and to direct the market to the only available source of Army opportunities — the local recruiter. But

what about the man on the beach? How do we reach him? Radio and outdoor here, also. But with slight modification in the outdoor.

Because of the weather, two durable paint units were erected to remind our audience of who we are and what we have to offer. These were located near the beaches and arcades where prospects would likely congregate. And while we have them limited to the confines of the beaches, why not fly the friendly skies above with a lighted moving billboard?

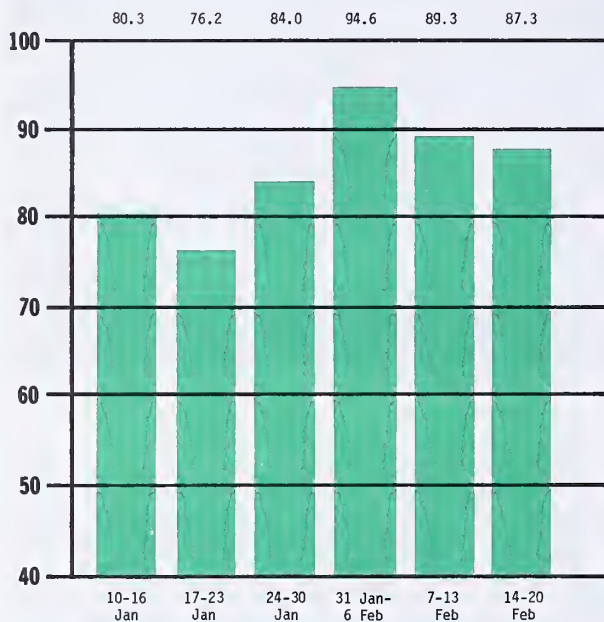
Lighted flying advertising is not new. But it is to the North Carolina beaches. Similar to the Times Square moving message, "Army Opportunities" flashed across the evening summer sky, 1120 repetitions per location, again promoting our product throughout June, July and August. This was later extended in-land to cities at no additional charge.

Finally, selected newspapers and magazines were bought to complement our other efforts. Included were beach attraction magazines and local TV publications as well as weekly newspapers. The copy here again was the outdoor recruiter identification design to further the local recruiter's community exposure.

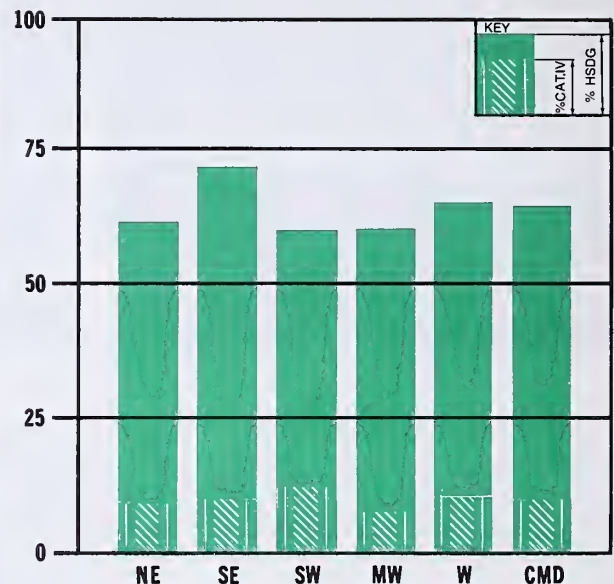
The summer of '77 is now ancient history. We met that challenge. But as surely as spring follows winter, the summer of '78 is upon us; once again it's time to bring them out of the fields, off the beaches, and into the Army.



# Q-2



Percentage of objective accomplished for shipping periods indicated.



Percentage distribution of male NPS high school diploma graduates and NPS male Cat. IVs by region through 20 February 1978

## QUALITY & QUANTITY

The following is a list of DRCs ranked according to their degree of success with the weekly objective. The DRCs are listed alphabetically within categories.

(For the 19 shipping periods 27 Sep 77 thru 20 Feb 78)

19 of 19 weeks	Atlanta	10 of 19	Phoenix	4 of 19	Long Island
	Balto-Wash	9 of 19	Lansing		Los Angeles
	Beckley		New Orleans		Pittsburgh
	Charlotte	8 of 19	Harrisburg	3 of 19	Albuquerque
	Cincinnati	7 of 19	Boston		Chicago
	Columbia		Columbus		Dallas
	Jackson		Houston		Milwaukee
	Jacksonville		Indianapolis		Newburgh
	Louisville		Philadelphia		Oklahoma City
	Miami		Syracuse		Omaha
	Montgomery	6 of 19	Des Moines		San Francisco
	Nashville	5 of 19	Cleveland	2 of 19	Minneapolis
	Raleigh		Denver		Seattle
	Richmond		Newark	1 of 19	New Haven
	San Juan		Portland		Niagara Falls
17 of 19	Honolulu		St Louis		Salt Lake City
12 of 19	Concord	4 of 19	Albany	0 of 19	Sacramento
10 of 19	Little Rock		Detroit		San Antonio
	Peoria		Kansas City		Santa Ana

Rankings based on preliminary information received from regions. Does not include bonus credits.

### JANUARY

#### QIPS credits/recruit

1. WRRRC	5.886
2. SERRC	5.755
3. NERRC	5.534
4. MWRRRC	5.530
5. SWRRRC	5.413
CMO	5.613

#### QIPS credits/recruiter

1. SERRC	29.723
2. SWRRRC	18.268
3. NERRC	16.686
4. MWRRRC	15.868
5. WRRRC	15.083
CMO	18.492

#### Top DRCs \*

1. San Juan	6.336
2. Miami	6.086
3. Atlanta	6.077
4. Columbia	6.054
5. Honolulu	5.984
6. Montgomery	5.937
7. Jackson	5.900
8. Richmond	5.856
9. Little Rock	5.752
10. Raleigh	5.705
11. Jacksonville	5.677
12. Beckley	5.615
13. Charlotte	5.599
14. Baltimore	5.387
15. Cincinnati	5.297
16. Louisville	4.957
17. Nashville	4.425

#### Top DRCs \*

1. San Juan	40.170
2. Montgomery	38.588
3. Richmond	34.743
4. Raleigh	32.038
5. Miami	31.897
6. Jackson	31.769
7. Columbia	31.292
8. Charlotte	30.841
9. Jacksonville	30.645
10. Atlanta	30.160
11. Honolulu	29.440
12. Little Rock	27.083
13. Baltimore	18.148
14. Cincinnati	18.036
15. Beckley	17.486
16. Nashville	17.208
17. Louisville	16.000

\* Only those DRC that accomplished their quantitative objective each week during the reception station month starting on 27 Dec and ending on 30 Jan were eligible for consideration.





# Notable and “Quotable”

## “...our defense posture will be kept strong.”

“We are trying to focus our attention on the elements of our defense posture which I think were in most serious need, immediate strike forces on hand in this country, as is the case with Fort Bragg. We are strengthening our forces in NATO. We’re trying to encourage our NATO partners to do the same, whereas in previous years, I think their commitment to NATO had been decreasing somewhat both in financial contribution and also in attitude.

“So, our defense posture will be kept strong. We have a very fine research and development and testing and evaluation program going on with new weapons.

And in technology, in competence, I think that our military forces are unexcelled in the world.

“The Soviets do have a superiority in some respects — the number of tanks, for instance, in Europe. But as you know, we’re trying to make sure that those tanks are vulnerable, and also, we’re developing new weapons of our own. So, I don’t think anyone needs to worry about the United States being second in total military strength to anybody.”

— President Jimmy Carter  
as interviewed on WFNC radio,  
Fayetteville, N.C.  
17 December 1977

## “I was impressed with all of your people.”

Dear General Forrester:

“I learned from our trainee personnel officer that there had been a significant reduction in the number of trainees released under the Trainee Discharge Program (TDP). . . . (Statistics) . . . show that Active Army TDPs during a six month period in BCT dropped 3.4 percent in 1977 from the 1976 rate and Combat Engineer OSUT dropped 2.6 percent.

“We’ve taken a rather in-depth look to determine what the causative factors might be. When we look at the input during (this) period for the two years, the most dramatic fact is the increase in high school diploma graduates — Active Army BCT is up 14 percent and OSUT is up 13 percent. Other factors which we think influenced this favorable trend are: an increase of those coming in under the DEP, which means they had planned and programmed themselves for the Army — it wasn’t an impulsive act; and though your recruiters disliked the loss of the VA benefits, it may work in our interests in the long term since those volunteering now do so more for what our Army has to offer than for other incentives of something to come after they are discharged.

“We are confident that we have also contributed greatly to this trend by what goes on during the training process at Fort Wood, but I won’t go into details other than to say we are very proud of how we are accomplishing that part of our mission.

“Another question we had to ask was, ‘Is the product we graduate as good a soldier this year when compared

to last?’ We looked at every quantifiable training measure — BRM, PT, end-of-cycle tests — and in every case it indicates the graduate today is better trained than a year ago. Further, the traditional indicators of self-discipline — AWOL rates, barracks larcenies, shoplifting, etc. — all have dramatically improved. Our subjective evaluation also is that our graduate is a better all-around soldier than before.

“All of this leads us to conclude that as a result of the effort of your fine recruiters and increased enlistment standards, coupled with the work of our trainers, we are more effective than last year. Based on our FY 78 BCT program, a one percent reduction in discharges equates to about 300 soldiers. Therefore, if the trend continues, we will easily graduate over 1,000 more soldiers for the force this year — soldiers you won’t have to enlist and we won’t have to train.

“Last week I visited with the Phoenix DRC and met with the DRC personnel and later talked to the recruiters from throughout the northern area. I gave them essentially the same information as above and then expanded more of the specifics of what we are doing here at Fort Wood with the recruits they send us. I found it a most useful experience and . . . I was impressed with all of your people and came away feeling they were working hard at mission accomplishment.”

BG Robert H. Forman  
DCG, USATC, Ft. Leonard Wood, Mo.  
23 December 1977



**"WORK IN THE SKY"** reads the Army's Airborne poster.

Parachuting from a plane is many a young man's dream. A "fantasy" of another sort is the girl holding the poster, **Lyn Shaw**, a member of the Fantasy-in-the-Sky Kite Group and winner of the bikini contest at Lifestyle Expo "77" in Winter Haven, Fla.



*Lyn Shaw, winner of a bikini contest and member of the Fantasy-in-the-Sky Kite Group, holds the "Work in the sky" RPI. SFCs Aubrey Wetherington and Joe Cox were hosts for the Lifestyle Expo "77," resulting in lots of local publicity.*

**Sergeant First Class Aubrey D. Wetherington**, Winter Haven Recruiting Station commander, and **Sergeant First Class Joe L. Cox** were the Army hosts to the show, held in Winter Haven's exposition hall, the Citrus Showcase.

System 70, a static display about basic training, was the Army's contribution to the show, which featured 27 booths. The Army display, of fiberglass and glass, attracted many inquiries, resulting in 60 referrals and four enlistments.

Such is the stuff dreams are made of! (Charlotte Jones, Jacksonville DRC)

**KEEPING A GOOD THING** in the family is what these Army families decided to do.

**Sergeant Warren Maynard** of the Jackson DRC enlisted **Jearnice Johnson** and **Walter Lee**. Not really a family affair until the two married and started their own family.

Nashville DRC had a multi-family affair with the induction of **Sergeant Major Billie Morie's** sons **Michael** and **Billie**, and Michael's wife **Laura**. Billie Morie talked friend **Johnnie Walker** into going along at the same time.

In the same ceremony **Master Sergeant Joseph Medlin's** daughter **Rhonda** also joined the people who joined the Army.

In Beckley DRC, **Sergeant First Class Richard Gertin** lost a son and a daughter but gained a bunch of QIPs when his kids enlisted. Sergeant Gertin's daughter **Kathy** and son **Michael** are now "Keeping America Green."

**Sergeant First Class Feliciano Galvan, Sr.**, of the Phoenix DRC seems to be insuring that the Galvan name will continue in the Army. He enlisted his son, **Feliciano Galvan, Jr.** His first son is **Staff Sergeant Robert Galvan** who is also an Army recruiter in the Phoenix DRC.

The Doster family has Flint, Mich., well covered with the Doster brothers. **Sergeant Foy Doster** was recently assigned while older brother **Staff Sergeant "Red" Doster** has been on board since 1976. Another brother, **Booker**, is assigned to the 101st Airborne.

Keeping the family "green" helps keep America strong.

**CONNECTICUT TELEVISION** personality **Bill Corsair**, co-host of the state's highly rated daily morning variety show, **Corsair & Company**, "enlisted" in the Army for a three-year stint as a broadcaster at Ft. Devens. But his audience didn't have to worry that he'd actually leave the program for active duty.

Posing as a military recruit who processed through the Springfield, Mass., AFEES, Corsair was filming a feature that was aired on his show regularly broadcast throughout southern New England.

"We wanted to demonstrate how someone actually starts the process of becoming a veteran," Corsair explained to the audience. "We felt there may be a great deal of apprehension among young people about what the military enlistment procedure is actually like today, especially among those who accept the stereotype of the



drab, impersonal "induction" station of the '50's and the '60's.

"I believe we pointed out that it is, in fact, neither a difficult nor an impersonal process."

Corsair's Springfield visit wasn't the versatile performer's first experience with a military entrance station. As a National Guardsman who was called to active duty in 1968, he served as an Army broadcaster with the 1st Cavalry Division in Vietnam.

For his stint as NCOIC of the division's command information team, he received numerous awards including the Bronze Star, Air Medal and Army Commendation Medal. (New Haven DRC)

**WHAT BETTER WAY** to enlist a young man into the Old Guard than at a ceremony featuring his high school fyfe and drum corps?



Charles Alonge receives the oath of enlistment from CPT James Verney as his school fyfe and drum corps stands by his side.

Staff Sergeant Robert Coveney, a recruiter in the Albany DRC, thought that was logical, so he went to work.

He arranged for Columbia High School to send their fyfe and drum corps, along with the DEP enlistee, **Charles Alonge**, to the Albany AFEES on the day of Charles' enlistment. The fyfe and drum corps played a few numbers and performed their maneuvers, then stood at attention while area commander, **Captain James Verney** administered the oath of enlistment, in a mock ceremony of course, before an audience of 50, along with newspaper and television coverage. Sergeant Coveney, you've got style! (Albany DRC)

**TWO SOLDIERS** have spent their three years on active duty, following each other across the country and around the world, but didn't know it.

For **Specialists 4 Clydell Hammond** and **Kelvin**

**Ward**, it all began in August, 1974, in Memphis, when the two enlisted in the Army within two days of each other. Ward left right away for basic training at Ft. Leonard Wood, followed 19 days later by Hammond.

After basic training the two were sent to Ft. Benjamin Harrison for AIT as postal clerks, but still the two didn't meet. Soon Ward left for Ft. Benning, and a few weeks later Hammond departed for Ft. Ord.

In July, 1976, Ward was assigned to the U.S. Army Postal Service Center, Camp Zama, Japan, followed by Hammond a month later. This time the two became not only co-workers but the best of friends, having found they had a lot in common.

Recently the two decided to stop chasing each other and re-enlisted together for another year in Japan. (HQ USARJ-OCPA)

**WHEN FOLKS IN JACKSONVILLE**, Fla., hear the roar of a big engine and the blast of air horns, they know who's in town. It's **Sergeant First Class Paul E. Graley** of the West Jacksonville Recruiting Station, astride his giant motorcycle. In a cloud of smoke, he goes about his daily prospecting.

As a motorcycle enthusiast, SFC Graley decided that his "full dresser" should be appreciated by everyone he contacts. It's hard to say which he likes more, enlisting people in the Army or talking about his bike. So, he combined the two!



When people hear his motorcycle's rip-snorting engine, they know their Army recruiter has arrived.

And his opening lines to them? "Army, money, cycle. You, too, could own one of these!" (Charlotte Jones, Jacksonville DRC)



**HOBBIES THAT RELAX** affect recruiting in a positive way. For instance, **Sergeant First Class Chuck Irwin**, Capitol Hill Recruiting Station, is founding father and president of a motorcycle club with members throughout the United States and Canada, plus members in Spain and Norway.



*A pleasant and inexpensive way to get to work is what SFC Chuck Irwin discovered: his motorcycle.*

Sergeant Irwin reports that he has club members from all over the country call to ask about the Army, both for themselves and for their sons and daughters. "I've had calls from New York wanting to know about the Army," says the Oklahoma City DRC recruiter.

His motorcycle serves as a giant icebreaker and mobile display. He leaves it parked outside the recruit-

ing station, and when people stop to look at it, he goes out to talk with them. Also, whenever he meets someone, he hands them two cards: one with the name of the motorcycle club and one with the name and address of the recruiting station.

On one occasion Sergeant Irwin, who has completely rebuilt his own motorcycle for improved comfort, safety and performance, offered to test ride a friend's bike which wasn't running correctly.

"Unfortunately I forgot to ask him what was wrong with it," says Irwin. "It's those little mistakes that get you. What was wrong with it was a stuck accelerator, and the only way I could get it to stop was to lay it down, which I did, climbing up on the top side. It flipped back over on the other side and I had to climb back over the bike when it went over. The way I scrambled you'd have thought I was a trained acrobat, but what I was was scared." Sergeant Irwin calmly puffed on his pipe as he related this incident.

Aside from a newsletter, which contains information on the motorcycle activities of the group, and mechanical tips, the principle activities of the club are the regional rides, in which members from a number of states meet together to ride to a scenic or recreational spot. Irwin chuckles about this, "Most of us camp out, but some members like to put up in motels, so we usually camp near one. These are pretty much affairs for the whole family." (Oklahoma City DRC)

**ONE OF THE MANY** strong points of the volunteer Army is that it's a cross-section of people.

**Sergeant First Class Bill Lueker**, of Phoenix DRC, goes out of his way to make sure everyone has the opportunity to enlist.

Recently Lueker went prospecting in what has to be one of the most remote villages in the 48 connecting states. He was the first recruiter to ever visit there.

The Supai Indian village, at the bottom of the Grand Canyon can be reached only by helicopter, mule or by hiking four hours from the nearest dirt road.

During the past summer, Lueker met **Chief Warrant Officer John Harris** who was flying scenic helicopter tours of the Grand Canyon. Harris is a helicopter instructor pilot in the 336th Aviation Company (USAR) in Los Alamitos, Calif.

Harris served as a recruiter while on active duty and suggested he might combine a "recruiting mission" with one of his regular flights in the area. With help from his employer, **Dan O'Connell**, Harris and Lueker



obtained permission from the Supai tribal leaders to visit the village.

Upon landing, Lueker received a warm welcome from the village residents. Many had never seen an Army uniform before.

Four hours later most of the tribe was present to bid farewell to the recruiter who left with the names of some very interested prospects.

Score another point for the "One-Army concept." (63rd USAR, *The Flaming Blade*, Los Angeles)

**SERGEANT FIRST CLASS MICHAEL LEKOPITES** is one of the bravest men in Charlotte and it's a documented fact.

The document is the Charlotte Police Department's Certificate of Appreciation award presented to him for going to the aid of a policeman struggling with an armed suspect on a crowded street in Charlotte, N.C.

During a ceremony Charlotte **Chief of Police J.C. Goodman**, noted that, "In this day of discontent when law enforcement officers are attempting to create a professional image in the eyes of the public, there are citizens such as Sergeant Lekopites who perform outstanding acts of service which aid the officers in performing their task. They deserve the highest praise and personal recognition the police can award."

The event leading to the ceremony occurred on a hot afternoon last August. Sergeant Lekopites was walking down a main street in Charlotte when he saw **Patrolman J.N. Clark** grappling with a man who was pounding him on the head with a revolver in his right hand while attempting to pull the patrolman's service revolver from its holster with his other hand.

"I knew something had to be done," Lekopites said, "or maybe some of the innocent bystanders could be hurt. I crossed the street, grabbed the suspect from the back and tried to block the blows of his revolver. His weapon fell to the ground; he tore himself free and ran down a side street. When the patrolman took off after him, I picked up the revolver and waited for the arrival of other police."

The suspect was apprehended by Patrolman Clark within minutes.

Although Sergeant Lekopites declined publicity, the Charlotte Police Department insisted on recognition of his bravery. (SFC Ed Cannata, Charlotte DRC)

**GEORGE WASHINGTON** is alive and well. (Ed. Note: let that be Sergeant First Class George Washing-

ton, recently assigned to the USAREC Professional Development Team.)

SFC Washington has asked the *Journal* to spread the word that he is looking for recruiting tips that have worked for others to pass on to all members of the command. The *Journal* will print the best ones. Mail 'em to SFC George Washington, HQ USAREC-RM-PD, Ft. Sheridan, Ill., 60037.

**TWO SOLEMN CEREMONIES** took place when **Specialist Five Delores Elfstrom** and **Sergeant First Class William Lightner** exchanged marriage vows last month. The new Mrs. Lightner was also reenlisted for another hitch in the Army by **Chaplain Major John Torp**, who married the couple.

Lightner, an 18-year veteran, is a dial-central supervisor.

The new Mrs. Lightner is an administrative specialist.

Lightner is about to be appointed to the rank of warrant officer so the couple and their four sons may soon be on orders for a new assignment. (PAO, Ft. Huachuca)

**BEING AN ARMY RECRUITER** has its good moments. When the Ark-La-Tex Black Trade Fair opened



*Recruiting duty does have its advantages.*

this past summer in Shreveport, **Sergeants First Class Robert Otis, Jr.** and **Eddie Spencer** of the Little Rock, DRC were on hand to man the exhibit furnished by the Recruiting Support Center. (Steve Robertson, Little Rock DRC)

# Taking pictures of the picture-takers as the picture-takers take their pictures at Ft. Hood



*PFC Jorge Ramirez, assigned to the public affairs office of the 2d Armored Division, captured on film the action surrounding the filming of a TV commercial at Ft. Hood. On this page he captured part of the parade sequence (above) and the work on a tank (below). On the following page are PFC Klema highlighted in a close-up, the unit in a PT formation, and a photographer catching the basketball action.*



**By MAJ JOHN RAUDY**  
PAO, 2d Armored Division

"Lights! Camera! Action!"

The cameraman hurriedly dollies in to capture the expression on the star's face. The producer shows obvious concern as he motions others into place. Not good enough. Do it again. Finally, after going through the scene four times, everyone is relieved to hear the director yell, "That's a take — let's break for lunch."

Hollywood? New York? The star looks a little like Robert Redford, but he's obviously much younger. The setting for this shooting was Ft. Hood, Tex., and the star was 20-year-old Phillip Klema, a Private First Class from Chatfield, Minn.

Until recently, Klema was just another hard working 63H (motor vehicle mechanic) in the 2d Armored Division's 124th Maintenance Battalion. He works on tanks and trucks, plays football with his buddies and writes letters back to his folks in Minnesota.

Fort Hood was selected as the site — and Klema as the star — when the Army's Recruiting Command decided that they wanted a national television spot announcement depicting pride and patriotism and an overall theme of "Feeling Good."

The N.W. Ayer advertising agency in New York City was given the overall mission and the agency sub-contracted Lear Levin, also of New York, to direct and do the camera work for the Ft. Hood production. In a manner much like Hollywood, casting was of prime importance. From 60 soldiers interviewed, Klema emerged





as the star and 10 other soldiers were selected for co-star roles. Hundreds of others were used as extras.

On November 21 and 22 the actual shooting took place. Four scenes were needed for this commercial. First was physical training. Klema and 200 of his fellow soldiers ran up and down the hills of Ft. Hood until the director knew he had exactly what he wanted. In the next scene, Kelma was attired in overalls and seen arriving in the motor pool and climbing up on a tank to begin his day's hard work.

The next scene was soldiers playing hard where Klema and his buddies played basketball on a court near Belton Lake. The advertisement closes with Klema and 500 members of the battalion in a full-dress ceremony to include passing in review.

During the two days of shooting, Lear Levin shot thousands of feet of color film, which will finally be edited down to a 60 second television commercial. According to Jim McMenemy, producer for this advertisement, Ft. Hood was the final stop for Army television commercials this year. "We shot earlier spots in Germany, Ft. Knox and Ft. Lewis," McMenemy said. He further stated that the Ft. Hood commercial would begin airing in the spring of 1978 on such programs as "Saturday Night Live" and "Monday Night Baseball."



*Tom Evans, deputy director of A&SP at HQ USAREC waxes prolifically about neurosurgery, opinions, and advertising, and comes up with...*

# Ten Do's and

How does advertising differ from neurosurgery? You can probably think of two or three ways, but the one I had in mind is the fact that you don't have to go to school for eight years to have an opinion about how it is done.

Proof is that we get a lot of good suggestions about our advertising, from people in the Army and from the public at large. Some are adopted. Some fall into the category of good but no better than what we already have. And a fair number are not actionable because they just don't square with what can or should be accomplished with advertising. Or they do not consider some of the special limitations placed on those who advertise using public funds.

With that in mind I thought it might be useful to put down some of the unwritten rules that guide us.

**1 You can't sell somebody else's product.** The US Air Force capitalizes on the glamour of flight because that's what they do. The Marines sell spit and polish and a fine military tradition, and good luck to them. On the one hand, the Army just is not supersonic, and on the other we need a lot more than "a few good men." In the main, Army advertising is designed to make the most of the unspectacular but real advantages of Army service: good opportunities for challenge and growth, more options,

more places to be stationed, a wider selection of skills and educational opportunities. It has to teach young people things they don't know or believe about the Army rather than merely reinforce existing beliefs and stereotypes. This sometimes makes for advertising that is not very flashy, but that should not bother us if it works.

**2 Honesty is the only policy.** Ethical considerations aside, advertising cannot work if it is not believed. That is why we must go well beyond the demands of technical accuracy in creating ads which will not foster incorrect impressions. Context is important in this connection. If we heavily advertised an attractive but over-subscribed Military Occupational Specialty in the mass media we would be guilty of the dishonest sales practice commonly known as "bait and switch." However, inclusion of descriptive information on that MOS in the Army Career Information Center (Educator Package) or other informative material provided to schools does not carry the same implied promise of current availability.

**3 The purpose of recruiting advertising is to put people in the Army.** This may seem obvious, but if we go about it in too circuitous a way

we may not be using appropriated funds as Congress intended. Specifically, recruiting advertising should not be confused with the Army's Public Affairs program. Although we believe information conveyed in our advertising enhances the public's knowledge and appreciation of the Army, that is a desirable by-product rather than the objective.

**4 Advertising is not propaganda.** Although all good advertising contains an element of persuasion, it is mainly a way people get information about products or services, information they can use in making free choices. If the information is not relevant — that is, if it does not deal with things people think important to them personally — it tends to be ignored. A good way to waste advertising bucks is to deal with things the advertiser thinks people *should* be interested in rather than things he knows they *are* interested in. (See "propagandist: one devoted to the zealous propagation of particular doctrines or principles.")

**5 We are not the ones the advertising is for.** Although it is always possible that a senior NCO, an Army colonel or a general will react to an ad the same way a 17 year old would, the odds are against it. More than most advertisers, we must guard against



# Don'ts of Advertising

imposing our own preferences too strongly.

**6 Advertising is not entertainment.** And personal preference is not the whole story. Sometimes ads that are well liked, even by our prospects, have not been as effective as ones which are not as obviously appealing. An ad has to be noticed to do its job, and good design, striking photography, clever headlines, and interesting copy will all help to compel attention. However, the ad must also communicate clearly and inspire belief. Too much cleverness can sometimes hamper good communication.

**7 What young people consider important is not always obvious.** Most of us, whether we be parents, teachers, recruiters, auditors of "youth culture," or just young at heart feel we have some insight into the desires and motivations of young people. We are all working from incomplete data. The youngsters we know may be far from typical. A fair amount of "youth culture" is created by the middle aged for commercial or political advantage. And there are certain things young people may not talk candidly about to parents or teachers ... or Army representatives. That is why we lean heavily on carefully constructed probing surveys administered anonymously to statistically

representative selections of the population.

**8 People are not simple.** Surveys conducted systematically over a number of years have told us a good deal about the interests of our prospects. We know the information obtained is reliable because it is consistent: questions asked to different samples at different times and locations yield similar results. Such surveys tell us, for instance, that skill training is a powerful call to action, desire to serve your country is not. However, that doesn't mean that patriotism can't serve as a motivator for an important minority or an added inducement for others. There are many good reasons for looking into Army opportunities, and we try to communicate them all in a way that will result in the greatest number of qualified young people wanting to "see your Army representative." We do that by recognizing that, while some things are more important than others, people seldom act from simple or one dimensional motives.

**9 One ad does not make a campaign.** The Army Opportunities story is a complex one and if you try to tell it in a single ad you will fail. How many ideas an ad can effectively get across depends on the medium. In a magazine ad called *Country* we

were able to touch on the ideas of companionship, team work, challenge, service to country and material benefits, all in one ad. An effective billboard poster or radio spot can typically make only one quick point. Some important ideas are best not handled at all in advertising but should be dealt with by a recruiter in face to face discussion. If you think we are missing the boat on some point you may be right, but be sure you do not base your judgement on one or two samples.

**10 An ad campaign is greater than the sum of its parts.** Ads gain impact by being instantly recognizable as messages about the Army (or Marlborough, to use a notable example from the business world.) This is achieved by using common themes and consistent styles, by making the ads "look" alike. For this reason we have to pass up otherwise good ideas which just do not fit or would not contribute to the total impact.

These and other principles underlying Army advertising are not very mysterious once they are known. Good advertising strategy is best described as systematically applied common sense. However, they impose a number of hurdles for each new advertising idea to clear. And they explain why not every one makes the course.

## A look at

# Reenlistment Advertising

## The why and the how

**By JON SAUNDERS**  
Reenlistment Account Executive,  
N. W. Ayer ABH International

About the time "Charlie's Angels" started on its way toward becoming the hottest thing on TV, a career counselor friend of ours came up with a suggestion for sure fire success in reenlistment advertising: use a photograph of Farrah Fawcett-Majors in every ad. We told him it certainly sounded like an interesting idea, but we weren't sure ads like that would help us accomplish our reenlistment advertising goals.

Besides, we pointed out, it would cost a lot of money to persuade Ms. Fawcett-Majors to model for us. Our counselor friend figured that he could talk her into modeling for free. He put it this way: "If I can talk a clerk-typist into retraining as a cook and get him to reenlist for Germany without a bonus, I can talk anybody into anything."

Our friend had some pretty strong opinions about advertising. He's not alone. Give just about anybody a chance and chances are that you'll get an opinion about advertising.

Unfortunately, opinions aren't enough — if you want to have advertising that works. You have to go beyond clever slogans and flashy photographs. You have to take a long, hard look at your product and who your customers might be. You have to determine what those potential customers want and how your product can be presented to meet their needs. And, finally, you have to determine what you want your advertising to do. That's exactly how we have approached the assignment for the current reenlistment campaign.

First, we looked at the product. As any successful career counselor will tell you, our product really isn't reenlistment. The reenlistment process itself is something that the individual must go through in order to get a real benefit. The process itself is hardly a benefit. Nor is our product

really the Army, in the sense that an individual must buy the whole 20-year package all at once. Our product is three more years in the Army.

We came away from our examination of the product with the conclusion that it didn't make sense to try to build a campaign on benefits *alone*. Because so many people *feel* that there has been such a significant erosion of benefits, it doesn't make sense to try to convince them otherwise. Neither could we make a big deal out of bonuses — because with the SRB not everybody gets one.

And, while we feel we could effectively show that Army pay and benefits compare favorably to those offered by the civilian world, we are prohibited from making direct comparisons. There are a number of reasons for this prohibition, one of which is that the translation of benefits into dollar terms cannot be done in a way that can secure agreement from all interested parties.

We are convinced, however, that there are good reasons for staying in the Army. Consequently, we had to find out if our prospects cared about those reasons. To do that, we conducted the most extensive research ever undertaken on just how soldiers felt about reenlisting. Research was conducted among first termers in CONUS and overseas. We also used input from studies done by DCSPER and rounded all this out by talking to scores of career counselors. You confirmed what all of the research indicated.

Armed with knowledge of our product and our prospects, the next step was to determine exactly what we wanted our advertising to do. It would have been easy to say that our advertising objective was to convince qualified soldiers to reenlist. It would also have been wrong.

Without going into a lengthy dis-



# "Uncle Sam needs me."

Johnnie C. Caldwell



Keep a good soldier in the Army. Reenlist.

# "Uncle Sam needs me."

Johnnie C. Caldwell



Keep a good soldier in the Army. Reenlist.

# "Uncle Sam needs me."

Johnnie C. Caldwell



Keep a good soldier in the Army. Reenlist.

cussion of what advertising can accomplish, let's accept the premise that most things that require big investments of time or money (such as real estate or automobiles) can't be successfully sold through advertising alone. Advertising for such "big ticket" items is designed to provide salesmen leads or to get the prospect together with the person who can close the sale.

Since reenlistment is a big investment, our advertising objective is to communicate the advantages of reenlistment and to get the prospect together with the person who can close the sale.

Since reenlistment is a big investment, our advertising objective is to communicate the advantages of reenlistment and to get the prospect into your office or into a receptive frame of mind when you approach him. In short, reenlistment advertising isn't designed to sell reenlistment; it sets up the necessary conditions for you to successfully close the sale.

So far we've talked about our product, our prospects and our overall objective. Now let's talk about the strategy we use to reach that objective. To accomplish this, let's go back

to the research we conducted on how first termers felt about reenlistment. Although the actual research document runs nearly a hundred pages, a few major points should be outlined.

- The primary reason why soldiers reenlist is that they are achieving or have achieved a high degree of satisfaction from their Army jobs.

- A high percentage of first termers who are not planning to reenlist say the big reason they are leaving the Army is that they didn't feel that they were really needed or wanted in the Army.

- Command emphasis at every level is essential to the success of the reenlistment program.

- For married first termers (and in grade E-4 that's nearly 50 percent) the spouse can be considered the Number One influencer on the reenlistment decision. For those who aren't married, the key influencers seem to be their peers. However, for both groups a close second in terms of influence are those senior NCOs and officers the first termers look to for leadership.

From these findings, we designed a campaign that talks to three distinct


audiences: first termers; wives of first termers; and in-Army influencers (officers and NCOs). To see why we do ads the way we do, let's take a look at the part of the campaign directed to the first termers audience. Our strategic objectives in each of the ads for first termers are to: (1) convince the soldier that the Army offers great opportunities for job satisfaction; (2) that the first termers is indeed needed, and (3) that there are reasons for staying in that would make sense to a soldier's peers.

Since job satisfaction is the main reason first termers reenlist, every first termers ad is built around that point. The idea is to say to the reader, "Here's a soldier who's happy with his job in the Army. If you're like that, maybe you should see your career counselor about staying in." We also say, somewhat subtly, "If you're not happy with the job you have right now, the Army has a lot of different jobs you might look into — more than any civilian company, in fact. You can try a new job in the Army without having to start over at lower pay."

(Of course, we can't say to every soldier if you like your present job reenlist and you can keep on doing it.



## Why does a good soldier quit after three years?



Soldiers get to be good at what they do usually because they like it. The young man or woman enjoys the challenge, and the commitment. They take an interest in themselves and in the work at hand. In the time they've been in the Army, they've discovered they're into something good.

So why does a good soldier quit after the first enlistment?

One big reason, we've found, is that most have never given much thought to staying in. Just like many of their friends—and most of the young people who join the Army—they think of the Army as a three-year experiment between high school and the rest of life. Quite simply, the idea of the Army as a career hasn't been made real enough to them.

Here's where you as a commander can help. By talking to your people. By trying, as much as you can, to make your motivated soldiers aware of how important they are to the Army. You can also try to learn as much as possible about reenlistment objectives and options. So that if a soldier comes to you with questions, you'll be able to help with some realistic answers. What questions you can't answer, the Career Counselor can. But the encouragement has to come from the man in charge; you.

Most important, don't let your good soldiers leave the Army, as some did last year, because nobody asked them to stay in.

Help keep a good soldier in the Army.

*General Bernard W. Rogers*  
Chief of Staff, U.S. Army.

## "Uncle Sam needs us."

*Patricia B. Shelton*



Sergeant Robert Shelton is an infantryman. He reenlisted because he enjoys his work and his life in the Army. His wife, Patricia, agrees. "The Army life. The benefits are good. The medical help. And the travel. I've gone to more places, met more people than ever before. I have a lot of friends here in the Army. My husband enjoys his job. He likes the people he works with. I've always liked the Army. I would encourage anyone to reenlist."

Maybe your husband should have a chat with his career counselor. He may find out just how much Uncle Sam needs him.

**Keep a good family in the Army.**

## "Uncle Sam needs us."

*Betty Jordan*



When it came time for Sergeant Jeff Jordan to consider reenlisting, his wife, Betty, had something to say: "I told him to reenlist. It's a chance to get out and go places. And Army salaries are different. It's not the job, it's the money—and being with my husband. Besides, I like the retirement benefits. Especially when you get to retire early. Jeff will only be 36. Still young enough to do things. You sure won't find us sitting in a rocking chair on the front porch. Sure, I wanted him to reenlist. I guess you could call me Jeff's reenlistment officer."

Maybe your husband should have a chat with his career counselor. He may find out just how much Uncle Sam needs him.

**Keep a good family in the Army.**

Army manpower needs make that type of statement impossible. So we have to make sure that each ad is worded very carefully.)

For our advertising to work, it has to be believed. One of the most effective techniques for making believable advertising is to use the testimony of satisfied users. And that's exactly what we do in every first term ad. We incorporate photographs of real soldiers and the *actual* words they've used when discussing their jobs and the other reasons they are staying in. To add even more authenticity we ask each soldier to sign the ad in which he appears.

Since research indicates that many of those who leave the Army say they did so because they didn't feel needed or wanted, we use a headline saying they **are**. We head each first term ad, "Uncle Sam needs me," to drive home the point that the good soldier **is** needed. We also use that line for a more subtle psychological reason: it gives the first term a reenlistment reason that is acceptable to his peers; that while he might like to go along with his buddies and separate, the decision isn't really his because he's needed by an

authority figure.

Finally, in every first term ad, we instruct the soldier exactly what to do; in the copy and again with the reenlistment first term theme line, we tell him "Keep a good soldier in the Army. Reenlist."

Of course, we realize that the first term doesn't make his reenlistment decision in a vacuum. Consequently, a big portion of the influencer audience is addressed with part of the campaign directed to spouses of first termers. Since the majority of first termers' spouses tend to be females, soldiers' wives are featured, discussing why they're glad their husbands stayed in the Army. As with first term ads, we use words of real Army wives and photographs of the family. The idea is to cause the spouse/reader to say: "This family is like mine. If her husband reenlisted and she thinks it's a good idea, maybe I should encourage my husband to talk to the career counselor about staying in." We sign each of these ads with the wife's signature and with the line, "Keep a good family in the Army."

The third portion of the campaign is designed to reach and motivate an

audience that's almost as important to the first termers' reenlistment decision as is the wife's influence and say in the matter. This audience is made up of senior NCOs and officers.

Our objective for this portion of the campaign is to communicate to this group that there is command emphasis on reenlistment from the very highest levels of the Army and that they are expected to do their part in the reenlistment effort. We tell them what they can do and provide them the specific information they can use to help good soldiers reenlist.

This part of the campaign uses two slightly different kinds of ads. Three ads in this series are signed by the Chief of Staff of the Army, General Bernard W. Rogers. In these ads he tells his NCOs and commanders that he expects them to get involved in reenlistment. The other ads give these in-Army influencers information they can use to talk up reenlistment with good soldiers. The bottom line is to direct the in-Army influencer to persuade good soldiers to talk to you about staying in.

**Future articles will talk about how these important groups are reached through use of selected advertising media.**





**Another look at**

# Reenlistment Advertising

***The who,  
the what,  
and the when***

**By CPT RAYMOND BROWN**  
A&SP Directorate, HQ USAREC

The Advertising and Sales Promotion Directorate of the Recruiting Command provides Army-wide advertising and promotional support to the reenlistment program. The people at N.W. Ayer ABH International, the Army's contract advertising agency, provide professional advertising expertise to support A&SP. Working together, we attempt to support you, the career counseling force, with the most effective national advertising possible with the funds available.

The success of the Army's reenlistment program is obviously of great interest to USAREC because of its direct bearing on Army requirements for non-prior service and prior service personnel. Effective reenlistment advertising and publicity can help career counselors in their efforts to keep good soldiers in the Army.

The role of advertising in reenlistment differs significantly from its role in NPS recruiting. Advertising is the only cost effective means to communicate with the mass NPS prospect market. For reenlistment, advertising is, at best, a supplement to the chain of command. It can be a valuable supplement, but only if used judiciously. The number of vehicles of proven or probable worth in reaching the target audience is necessarily limited by the circumstances of Army life.

All of this is not to say that little is done at the national level to support reenlistment with advertising and promotional support items. Many readers will be surprised to read of the number and diversity of projects involved in the national reenlistment support program. A variety of methods is used to present a variety of messages to a variety of audiences.

The most visible and far-reaching reenlistment advertising effort is probably full-page ads. These ads fall into three categories, each with a dif-

ferent message, each directed at a different group of readers. "Uncle Sam needs me" ads, directed at first termers, appear in post newspapers and overseas magazines. Ads directed at wives of young soldiers run in magazines such as *Ladycom* and *Overseas Family*.

Senior NCOs and officers, important influencers in soldiers' reenlistment decisions, are addressed in ads that appear once each month in *Army Times*. This influencer campaign began in April 1977 and has included three ads signed by General Rogers. These ads are generally more informative than preceding campaigns. For example, the first ad in the campaign highlighted the widening of the reenlistment window to 180 days.

Outdoor billboards on roads near major CONUS posts carry the message "Keep a good soldier in the Army. Reenlist." New billboard paper with a different visual design is posted every month. Six new layouts have been produced in the past year. Several CONUS posts have constructed on-post outdoor boards that carry these same messages.

Development of new folders and brochures and updating of existing ones is an ongoing effort of considerable magnitude. Among the new items produced in the last year are: USACC Option folder, Language Option folder, PDA Option folder, Ranger Option folder, and Special Forces Option folder. RPI 302, "Your Career Decision in Today's Army," was given a new look and completely restructured. The spouses' brochure, "Living with the Army," was updated and given a new cover. It went to the printer in December. The Overseas Option folder was updated and reprinted. Four new posters have been distributed in recent months. Three are 11" x 14" posters with full color pictures. The fourth is the career

## Reenlistment Advertising



counselor identification poster, "Uncle Sam needs me, too."

Numerous special items have been produced recently to support career counselors. The current 18-month Reenlistment Activities Reminder Schedule runs through calendar year 1978 and gives the reenlistment mission continuous visibility in an attractive, useful format. The artwork provides interesting perspectives on the Army's 16 divisions and the independent brigades.

The "Post Book" was updated

and distributed in March 1977. The bumper sticker "Keep a good soldier in the Army. Reenlist." was distributed in November. "There's something about a soldier" is the message on a bumper sticker distributed to reenlistment offices last June. In December, the new "Serving with Pride" sticker was distributed. The item that has probably been most frequently requested by reenlistment people over the past two years, a commander's guide to reenlistment, was distributed in December. Reprinting

of career counselor identification stickers is a continuing process.

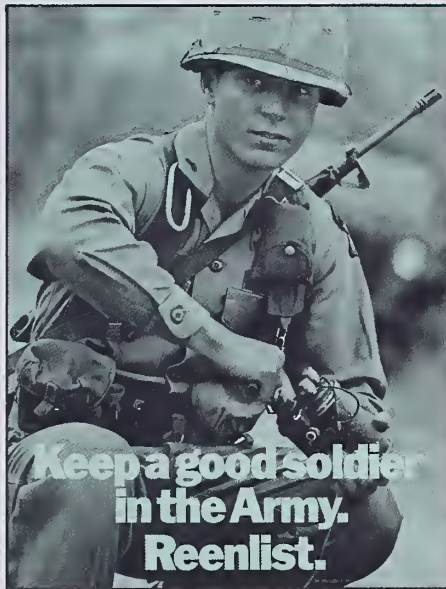
Last summer, Ayer field account executives were tasked to support reenlistment. They are assisting major CONUS installations on a part-time basis with local reenlistment advertising programs and problems.

What can you look for in the months ahead to support your reenlistment efforts? Several items are in either the planning or production stages. Development is underway for six new posters to be distributed





**KEEP A GOOD SOLDIER  
IN THE ARMY. REENLIST.**



throughout the coming year. A Reenlistment Activities Reminder Schedule for 1979 is currently being produced. Another bumper sticker is being printed. A suitable method for presenting Post Book-type information about overseas assignments is being examined. New ads and billboards will be developed when the ones currently running have lived a useful life. New folders will be developed and existing folders updated and reprinted as necessary.

Feedback from the career coun-

seling force is important to the success of the reenlistment advertising program. Valuable input is obtained when USAREC and Ayer representatives attend reenlistment conferences held by various major commands. From time to time, personnel from USAREC A&SP visit posts and sit down to get feedback about reenlistment advertising. A representative from N.W. Ayer is often included in these visits.

These are some of the ways that your opinions are heard, but they

need not be the only ways. Well thought out opinions are always welcome. Recommendations or constructive criticism can be submitted by mail to USAREC, ATTN: USAR-CASP-PC, Fort Sheridan, Ill., 60037.

The reenlistment advertising and promotional package is a large and diversified package. If the ingredients in that package are understood and properly utilized, they can provide a major assist to your unit's reenlistment programs.







# Re-Update

By **SGM ROBERT L. SWAGER**  
HQDA (DAPE-MPR-P)

**Reallocation of Career Counselors:** With the conversion to MOS 79D and organizational changes, a reallocation of the 708 authorized career counselors Army-wide was necessary. Here are the new authorizations by major commands:

FORSCOM - 300	MILPERCEN - 1	INSCOM - 9
USAREUR - 243	MTMC - 1	MDW - 5
USACC - 20	CIDC - 1	SHAPE - 3
DARCOM - 11	TRADOC - 59	HQ DA - 1
USAREC - 6	EUSA - 31	USMA - 1
USARJ - 3	HSC - 12	

Career counselors who become surplus by this realignment will be reported IAW AR 614-200 and moved as soon as practical within existing PCS constraints. Special duty assignment pay will be determined in accordance with Chapter 6, AR 600-200 and Chapter 8, DoD Pay and Entitlements Manual.

**Revision of DA Form 1315:** This form is being revised to make it more useful and allow required information to be entered. If anyone has ideas on what should be retained, added or deleted, send them to HQ DA (DAPE-MPR-P), Washington, D.C. 20310. While we can't guarantee all will be incorporated, all will be considered.

**SQT and Reenlistment:** Interim Change 1 to AR 601-280 (para 6) covers those cases of soldiers who make less than 60 percent on the SQT — as reported on the Individual Soldier's Report — and who want to reenlist prior to receipt of the USAREREC Form 10A, which shows the percentile score. These soldiers may be reported to FMB, MILPERCEN, telephonically for determination of reenlistment eligibility without waiting for the USAREREC Form 10A.

**Women in New MOSs:** The recent policy change that allowed women to enter certain MOSs (as noted in the February *Journal*) that were previously restricted to men only, is applicable to career counselors, too. As a reminder, women may now reenlist for these MOSs: 15D, 15E, 15F, 15J, 16D, 16B, 16C, 16E, 17B and 17C.

**New Publication:** DA Circular 611-61 (Announcement of Proficiency Pay/Selective Reenlistment Bonus/Enlistment Bonus/Comparable MOS for Bonus Recipients) has been published. Obtainable through normal publication channels, it replaces DA Circular 611-46.

**Ayer Representatives:** By this time, N.W. Ayer ABH International field account executives should have visited each major CONUS installation to assist in local

reenlistment advertising. These visits can be as frequent as monthly or bi-monthly, depending on the needs of the post and the availability of the Ayer Reps. These people can offer advertisers' points of view on local problems or questions. If you want help, contact the senior career counselor on your post and he will contact the Ayer Rep.

**AR 614-30:** A new AR 614-30 will be in the field shortly. One of the significant changes concerns people who must take action to meet a service remaining requirement. Before, those with six or more years of service were required to sign a counseling statement if they declined to take the action to meet that requirement. The new regulation, when published, will require this for second termers with four or more years of service.

**More on CONUS-CONUS Re-Up Option:** What is not too well known about this test is why some people in certain MOSs can reenlist for this option (those with an odd last digit in their SSAN) and others cannot (those with an even numbered last digit), and why the MOSs that were selected for the test were picked.

The answer to the first question is: we were sure this once-popular option would get additional first term reenlistments; however, we could not predict with any degree of certainty how many **more** soldiers would reenlist if this option were available.

A second point was that we could not accurately predict the affect of the stabilization part of the option on readiness in overseas areas or how many people would move from less desirable posts to more popular places, thus creating potential shortages at the former. The only way we could get this option instituted on a permanent basis was to prove its cost-effectiveness and to disprove that it would cause shortages in overseas areas or at certain posts.

We needed to create two groups that were exactly alike in all respects except that one would be eligible for the option and the other wouldn't. This way, any difference in the behavior of the two groups can only be caused by the test option. This division by SSAN was solely to have a means to test the effectiveness of the option.

In essence, it was a question of, "Do some people get it until we can evaluate its effectiveness, or does no one get it because we can't prove its value?" We believed that half a loaf was better than none, and instituted the option on a test basis.

On the question of selecting MOSs for the option, all were initially considered. Those projected to meet or exceed first term reenlistment objectives were eliminated. Those which were space-imbalanced, experiencing other distribution imbalances, scheduled for restructuring, or had relatively few soldiers in them were also removed from further consideration. The remaining MOSs were on the final list.

When a soldier reenlists for this option, remember to use the correct option code (C908) when completing the DD Form 4 and the SIDPERS reenlistment transaction mark sense form.



**Reenlisting for SRB vs. Extending:** During a recent trip, the DA Personnel Management Assistance Team found several cases of soldiers who were not counseled on the advantages of reenlisting and drawing an SRB rather than extending. These soldiers extended to meet time remaining requirements with the result that their new ETSs were beyond the eligibility point for an SRB (six years of service for a Zone A bonus; 10 years for Zone B). Career counselors and reenlistment officers should insure all soldiers who fall into this situation are properly counseled on the consequences of their decisions.

**Improvements in the RETAIN system:** Since the start of RETAIN in March, 1977, a number of suggestions were submitted by field users to either correct problems in the system or to improve it. For the most part, these suggestions were approved for implementation. Recently, however, we have had a number of inquiries as to when these suggestions will be put into the system. Unfortunately, we have more requirements right now than we have money or people to implement them. Each suggestion received is reviewed and, if approved, assigned a priority. While the long lead time is undesirable, keep sending your suggestions (or they will never get implemented) and we promise to get them into the system as soon as possible.

**BEAR Program:** For some years, the Army has encouraged first termers in over-strength MOSs to reclassify into shortage skills after two years of service. However, soldiers who reenlisted for retraining in many cases were not able to collect an SRB because they were not qualified in the new MOS at the time of reenlistment. To overcome this limitation, pending a proposed change in the law by Congress, and to provide a positive incentive to reclassify, the Bonus Extension and Retraining Program (BEAR Program) was implemented by MILPERCEN Msg 201645Z Jan 78. As announced in this message, soldiers who apply for and are accepted into this program will be extended, if necessary, so that they will have the minimum time remaining in service after completion of school (as specified in AR 614-200) or one year, whichever is shorter. Upon successful completion of the course and award of the MOS, the soldier will be allowed to reenlist and receive the SRB for the previously unobligated service.

## Reenlistment RPIs

The following list includes items currently available for requisitioning for **reenlistment** purposes only. All requisitions should be submitted **by career counselors** on Form DA-17 (3 copies) through Commander US Army Recruiting Command, ATTN: USARCASP-D, Ft. Sheridan, Ill., 60037, to US Army Publications Center in accordance with AR 601-280, para 1-14. Unless otherwise indicated all posters are small (11" x 14").

- RPI 134 Folder. Warrant Officer Flight Training (Limited Quantity)
- RPI 300 Booklet. If there's a question, you'll have the answer
- RPI 301 Folder. The Army Service School Reenlistment Option
- RPI 302 Booklet. Your Career Decision in Today's Army
- RPI 303 Folder. How to tell your friends you're reenlisting
- RPI 305 Poster. The Army's been good to this Army wife
- RPI 307 Poster. Since I've been in the Army, the longest I've sat still is for this photograph
- RPI 325 Poster. \$8,000 is \$8,000
- RPI 331 Poster. Music is where I want to be
- RPI 332 Folder. Music is where I want to be
- RPI 334 Poster. How to tell your friends you're reenlisting
- RPI 338 Folder. Special Forces Option
- RPI 340 Folder. Language.
- RPI 341 Folder. Berlin Brigade Option
- RPI 342 Folder. Ranger Option
- RPI 343 Folder. Old Guard Option
- RPI 344 Folder. Present Duty.
- RPI 345 Folder. Combat Arms Option
- RPI 346 Folder. USACC
- RPI 347 Folder. Overseas Option
- RPI 357 Label. Career Counseling (9")
- RPI 358 Label. Career Counseling (1")
- RPI 361 Bumper Sticker. There's Something about a Soldier
- RPI 363 Bumper Sticker. Keep a Good Soldier in the Army, Reenlist
- RPI 367 Booklet. Commander's Guide to Reenlistment.
- RPI 373 Booklet. Living with the Army.
- RPI 379 Poster. "Demolition"
- RPI 380 Poster. "Artilleryman"
- RPI 382 Poster. "Radio Operator"
- RPI 383 Poster. The best way to see Europe is to live and work there
- RPI 384 Poster. Uncle Sam needs me too
- RPI 385 Poster. Will your next job make you feel as good as the one you have now
- RPI 386 Poster. We challenge you to reenlist (large)
- RPI 387 Poster. Your family benefits when you reenlist
- RPI 392 Label. Serving Army with pride (glue on back)
- RPI 393 Label. Serving Army with pride (glue on front)
- RPI 399 Calendar. Reenlistment Remainder Schedule (18 months)
- RPI 951 Label. Yesterday. Today. Tomorrow. The United States Army
- RPI 975 Book. Army Occupational Handbook with ER-RATA Sheet #1 (Available for reference purposes only. Limited to one per reenlistment office)
- RPI — Book. A Digest of US Army Posts (Limit 10 per request)



## Test Re-Up Bonus

Seven states were selected to test the effect of a reenlistment bonus on recruiting and retention in the Reserve Components. Because of its success in the active forces, Congress authorized DoD to run a limited test program in the Army National Guard and the Army Reserve.

The Reserve Compensation System Study is directing the test for DoD. Organized a year ago at the direction of the President, that group is studying the impact of various current and deferred compensation elements on the ability of the Guard and Reserve to meet manpower requirements for mobilization.

All states were examined with regard to size, per capita income, retention rates, urban population and manufacturing population to select the seven states to offer the bonus. Seven additional states with similar characteristics, were selected where the bonus will not be offered. Reenlistment rates for both groups of states will be monitored in this test.

The seven states to offer the bonus are: Kansas, New Jersey, Oregon, Michigan, Georgia, North Dakota and West Virginia. The comparison states are: Iowa, New York, Washington, Pennsylvania, North Carolina, Idaho and South Carolina.

Legislative provisions and other restrictions designed to produce a meaningful test limit eligibility to those who:

- Have initially enlisted in a Reserve Component (other than an enlistment in the Reserve Component under a DEP program for the active services);
- Have completed fewer than eight years of total service;
- Have an ETS before Dec. 31, 1978 and sign a reenlistment contract or extension agreement before Sept. 30, 1978;
- Have been a member of the test unit since Oct. 1, 1977, and are in a satisfactory participation status; have the required military skill and the ability to perform without further training in the position for which reenlisting or extending;
- Are not civilian employees of a unit where membership as a Guardsman is a condition of employment; and meet all other eligibility criteria normally associated with reenlistment or extension.

The bonus will be an initial payment of \$450 for a three year enlistment or extension, or \$900 for a six-year reenlistment. A subsequent payment of \$150 will be paid upon completion of each year of the period of the reenlistment or extension during which the member satisfactorily participated with a selected Reserve unit or the Army National Guard.

## Acker Leaves

Air Force Brigadier General William P. Acker, the deputy commanding general of the Military Enlistment Processing Command, departed Ft. Sheridan mid-February for the sunnier climate of San Antonio, Tex. This month he is to take command of the USAF Recruiting Service at Randolph AFB, replacing Major General Melvin G. Bowling who was reassigned.

## School Selections

In the last four fiscal years, officers assigned to USAREC have fared better than the DA average in selection rates for senior service colleges and Command and General Staff College. Selection rates for USAREC officers are shown below (with overall Army selection rates shown after in parentheses):

— Senior service colleges: FY 74, 9.7% (5.2%); FY 75, 8.2% (5.7%); FY 76, 12.3% (7.4%); FY 77, 6.7% (4.8%).

— Command and General Staff College: FY 74, 17.7% (6.7%); FY 75, 36% (13%); FY 76, 26.6% (17.8%); FY 77, 23.5% (11.8%).

## Newspaper Workshops

Despite Chicago's "Blizzard of '78," the FY 78 Army Newspaper Workshop program kicked off Jan. 28 with USAREC and MWRRC as hosts.

In the photo below (right) LTC Jim Strachan, chief,



public affairs, HQ USAREC, presented a USAREC orientation to the National Guard, Reserve and active duty attendees before the DA staffers began their portion of the program.

Captain Pete Peterson of MWRRC followed and focused on areas of mutual support.

The second and third such meetings were held in



Atlanta, Feb. 10-12; and San Antonio, Feb. 24-26. The remaining meetings will be held in Baltimore, May 19-21, and San Francisco, June 9-11.

Each person who attends receives a packet containing news releases on USAREC production, USAREC/USAR recruiting efforts and what it's like to be a recruiter to use in local command information media.

## An Error

In a recent issue of the *Journal*, the name of the Commander of FORSCOM, General Frederick Kroesen was misspelled. The *Journal* regrets the error.

## Concern Expressed

With the USAREC/USAR Recruiting Program successfully implemented in 10 DRCs, we have detected concern among some of the GS-7 civilian recruiters that their jobs are in jeopardy. There are no actions pending at USAREC or FORSCOM to eliminate the USAR civilian recruiting force as a result of this program. In fact, USAREC is relying heavily on the experience of all USAR ADT and GS recruiters to make the program a success. In the final analysis, a recruiter's value is based on his or her ability to recruit, not the job status, position description or title. USAREC looks forward to working with all USAR recruiting personnel.

## More on Microfiche

Since January, 1976, the Army has been converting the official paper personnel files to microfiche. Records of officers should be completed by now, those of senior enlisted personnel by the end of this year, and those of junior enlisted personnel should be completed by the end of next year.

After all filming, the microfiche will be the only official file used by MILPERCEN for all promotion and selection actions.

Paper documents contained in the official personnel file will be retained for one year after each member receives his individual microfiche card. The paper copies may be had by requesting them in writing. Officers should send their request to the Commander, MILPERCEN, Attn: DAPC-PSR-R. Enlisted members must write to the Commander, USAEREC, Attn: PCRE-AS-M-O, Ft. Benjamin Harrison, Ind. 46249. Requests must contain the appropriate fee and a signed statement indicating the documents will not be sold as records. For enlistment members, the fees established are: E9, \$4.25; E8, \$4.00; E7, 3.75; and E6, \$3.50.

Paper documents not requested within one year of dispatch of the microfiche record will be destroyed. Documents added to the microfiche record after its initial conversion and prior to dispatch of the individual's fiche copy are destroyed as a matter of procedure.

Recently submitted updating material may not be in-

cluded on the individual's fiche copy, but will be added during future routine update processing. These documents will be destroyed on completion of this processing.

The microfiche copy of the file that people have been receiving, or will be receiving, belongs to that individual. They should be kept even if discrepancies exist in it. The master fiche is retained by MILPERCEN and is the one that will be corrected or updated when it is appropriate.

Now that this program is underway, promotion consideration packages will be discontinued. Commanders should take this opportunity to remind soldiers of the responsibility to insure their official records are correct.

## Commander's Guide Out

Distribution of the long-awaited "Commander's Guide to Reenlistment" was completed during December and January. As explained in the November *Journal*, this is a pocket-sized, loose-leaf booklet that contains a variety of facts that a unit commander should have readily available when discussing reenlistment with his soldiers.

This guide, RPI 367, is available for requisitioning just as are other reenlistment brochures, folders and posters. Because of the relatively high unit cost and the specialized purpose this item is designed to serve, reenlistment people are requested to distribute copies to only those commanders who have occasion to counsel potential reenlistees.

## Conferences Scheduled

There are a number of meetings, conferences and council and workshop gatherings scheduled for the months ahead. As of the *Journal's* press deadline, here is what is scheduled, their **tentative** dates, and locations when not held at HQ USAREC:

Mar. 13-15	CG's Recruiter Advisory Council
Mar. 29-31	RRC/DRC Pre-Design Workshop (MISD)
Apr. 13-14	Reserve Assistance Recruiting Program Conference
Apr. 18-20	Logistics Conference
Apr. 26-28	Special Actions/Regional Judge Advocate Conference
May 14-18	Annual USAREC/MEPCOM Commanders' Conference (Chicago)
May 19-21	DA Newspaper Seminar (Baltimore)
May 23	Market Analysis Conference
June 7-9	RRC/DRC Final Design Review (MISD)
June 9-11	DA Newspaper Seminar (San Francisco)
July 6-7	Reserve Assistance Recruiting Program Conference
July 11-12	Logistics Conference (Atlanta)
July 19-21	Safety Conference
August	Market Analysis Conference
August	RRC Public Affairs Officer Conference
Aug. 29-31	CG's Recruiter Advisory Council



# Selling non-traditional skills to women:

"Call it the 'pioneer tradition' if you wish — because its roots go back to the frontier days and before — but more than that, it's the spirit of self-reliance that's exerting itself more among women of today," said **Sergeant First Class Harold Brown** of the Dallas DRC.

"A hundred years ago, women moving west with their husbands and families had to endure hardships that are unthinkable today," Brown added. "That spirit may have been repressed somewhat since then, but its resurgence is noticeable more and more every day.

"The young women I see today say — and mean — 'I'm a person, not a girl or woman, so treat me as a person,'" Brown explained. "They want something that shows 'I am an individual, not someone else,' and if the Army doesn't have what they want, they'll go elsewhere until they find it.

"Realistically, the Army can offer just about any job or training a female could want," Brown says. "I don't try to pick out the ones who would want medical or clerical jobs, or the ones who would want something like diesel mechanics.

"My system that I've put together over eight years in Dallas, is just to tell women that, based on test scores, they qualify for training in this and that field. If a woman has even the slightest desire to go into a 'non-traditional' field, she'll express an interest some way or another; it might be in words, facial expression, hesitancy or eagerness, or some other way.


"I've found that just by feeding a woman more information, she'll eventually sell herself. I never sell an MOS; I let her sell me on what she wants. Then I make the arrangements."

Over the past eight years, women SFC Brown has enlisted have opted for clerical and medical training, as well as helicopter repair,

"Women are breaking out of stereotypes — not all women want to be stenos or housewives — they're not satisfied, so they're venturing into new things," declared **Specialist 4 Peggy Hill**, trained in aircraft electrical repair, now stationed at Ft. Hood.

"I'm not 'typical' — I wanted something different — so when the Army recruiter told me I scored high in the electronics part of my aptitude test, I requested aircraft electrical training, and here I am," she added.

After seeing she had high scores in all areas, her recruiter first suggested training in a clerical area, but, in her words, "I wanted something different."

According to Specialist Hill, more and more women all the time are looking for training in what could be called "non-traditional" areas. The Army had something I thought I would like, so I went for it. I love it — it's a challenge — everyday there is something different!" 

**The Journal polled recruiters and guidance counselors on the subject of, "How you interest women in the 'non-traditional' skills." Their answer: "let them know they'll be pioneers, self-reliant, expressing their individualism." Read below for more advice on this most important task.**

**MSG Barbara Woodard**, senior guidance counselor at the Dallas DRC: "Once you know an applicant's qualifications, you can — and should — bring up the new opportunities open to women all around. Since we know that most of our enlistees will not become careerists, letting them know that certain skills the Army teaches are shortage skills industry wide, can be a sales clincher. Not every woman is qualified, or would want such a skill, so it ends up that the rapport established when counselor and applicant are eyeball-to-eyeball determines what an applicant goes into and how happy she will eventually be."

**SFC Robert R. Wells**, recruiter in the Little Rock DRC: "I tell women interested in occupations tradi-

diesel mechanics and power generator operator, to name those which came to mind first. "Those who want to break out of the typical molds can do it in the Army," Brown says.

"All they need is for a recruiter to let them know they can, and if they want to, they will."

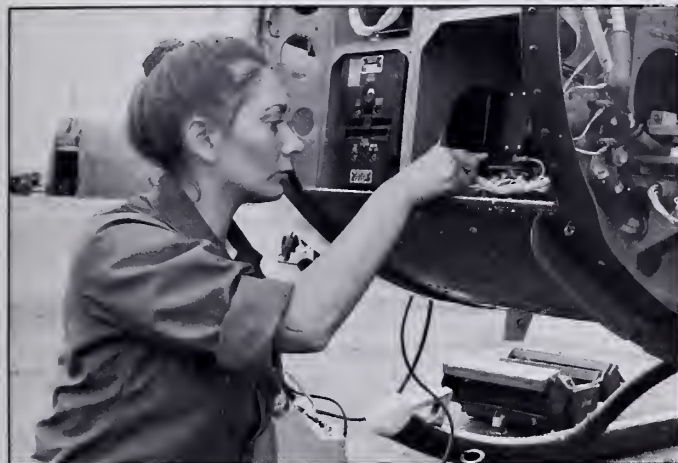
tionally dominated by males that it's a good place to get ahead because they can be leaders, just like men, and leaders of men for that matter."

**SFC Edward Atkinson**, recruiter in the Jacksonville DRC: "A lot of women applicants, at first, don't know whether or not to go into a non-traditional MOS and don't know what to expect. I get out the DA Pamphlet 351-4 and explain the MOSs to them as well as I can. I've had several enlist in these MOSs and, after training, they've come back and said they really enjoyed it and appreciate being told what to expect.

**SSG Dennis A. Nemec**, Chicago DRC: "Women who don't express a preference — those out-going types who might be interested in climbing new mountains — might be attracted to the idea of bulldozers or missiles. If the reaction seems shy or reluctant, go down the scale a bit and suggest something not quite so non-traditional. If this still doesn't strike a responsive note, then I suggest some of the more traditional areas. You have to gauge a woman's interests from her reactions to your suggestions and ideas."



# "I am not typical: I'm a person."



SP4 Peggy Hill (above) and PFC Linda Thompson (above, right) working with helicopter and bulldozer. Off duty are (left, below) PFC



Wendy Turner and her horse and (right, below) SP4 Judy Gibson, a carpenter with her 19-month-old son, Charles.

**By MSG RALPH YODER**  
O, CPA, 13th COSCOM, Ft. Hood, Tex.

Do lipstick and fingernail polish mix with oil and grease? That certainly seems to be the case at the 13th Corps Support Command at Ft. Hood, Tex.

Women are everywhere in this command: in engine repair, welding and carpentry shops; they're driving 10-ton trucks, bulldozers and forklift trucks. 13th COSCOM is a long way from a steno pool.

Specialist 4 Frances Parker was selected as the Ft. Hood Soldier of the Year. She survived seven elimination boards to win on this predominantly male soldier post in central Texas.

Units in the 13th COSCOM were designated as "30 percenters" (30 percent relates to the percentage of female soldiers assigned), and went through a number of operational tests. After the tests were over, the first sergeants and supervisors made some observations:

"They don't have the muscular strength of the men, but they still got the work done."

"We have about the same percentage of problems with the females as the males on attitude and motivation."

"The more women we have the less novelty there is about their



being in a previously male-dominated area, and most of the time they pull their own weight."

"Women seem to be better at 'closeup' work as they have more patience."

The women have their own opinions:

"Being a female has its pros and cons. When I first got to Hood the guys mostly wanted to flirt and 'help' me. After six months, that attitude changed and now I'm expected to do the work."

"We used to have an all-woman helicopter repair crew, but that was




reverse discrimination and now we just all work together."

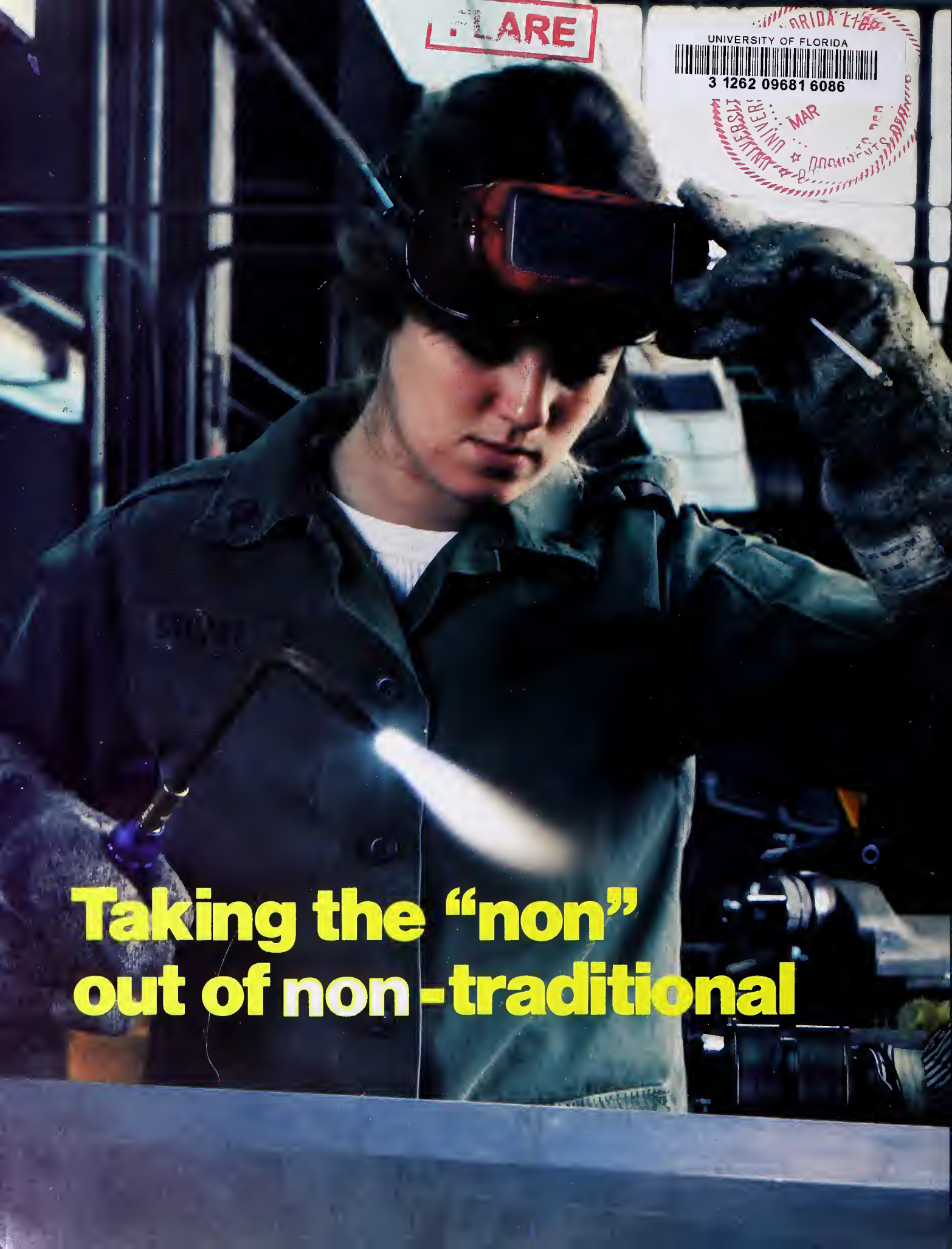
"I wanted to be a nurse when I joined the Army, but my husband talked me into carpentry, and now I love it."

"I wanted to be treated as an equal on the job, but after work I want to be treated as a woman."

"I'm trying to raise a family and I'm married to a Specialist 4. We have one son already and another on the way, but my supervisors are very understanding and helpful."

The women seem to be doing OK in Today's Army at Ft. Hood. 





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**Taking the “non”  
out of non-traditional**